

**From:** [Rybka, Edward](#)  
**To:** [Ebersole, David](#)  
**Subject:** Amazon  
**Date:** Thursday, September 7, 2017 2:23:45 PM

---

Just received a call from MattCarroll of the County. Planning a conference call tomorrow at 3pm that would include you, me, Matt, Sharon Sobol Jordon, Ted Carter, Joe Roman and Deb Janik.

I will be receiving a phone number for us to call.

Will you be available to call in?

Also, can you provide bullets as to the criteria being sought by Amazon

**From:** [Rybka, Edward](#)  
**To:** [Francis, Margaux](#)  
**Subject:** FW: Amazon  
**Date:** Thursday, September 7, 2017 2:25:47 PM

---

[See below. Add to my calendar](#)

---

**From:** Rybka, Edward  
**Sent:** Thursday, September 07, 2017 2:24 PM  
**To:** Ebersole, David  
**Subject:** Amazon

Just received a call from MattCarroll of the County. Planning a conference call tomorrow at 3pm that would include you, me, Matt, Sharon Sobol Jordon, Ted Carter, Joe Roman and Deb Janik.

I will be receiving a phone number for us to call.

Will you be available to call in?

Also, can you provide bullets as to the criteria being sought by Amazon

**From:** [Ebersole, David](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Amazon  
**Date:** Thursday, September 7, 2017 2:28:23 PM

---

I should be available and will advise if something comes up. I will give you some bullets before end of day.

---

**From:** Rybka, Edward  
**Sent:** Thursday, September 07, 2017 2:24 PM  
**To:** Ebersole, David  
**Subject:** Amazon

Just received a call from MattCarroll of the County. Planning a conference call tomorrow at 3pm that would include you, me, Matt, Sharon Sobol Jordon, Ted Carter, Joe Roman and Deb Janik.

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Also, can you provide bullets as to the criteria being sought by Amazon

**From:** [Francis, Margaux](#)  
**To:** [Rybka, Edward](#)  
**Subject:** FW: Amazon  
**Date:** Thursday, September 7, 2017 2:40:03 PM

---

WHEN: 9-7-17  
TIME: 3:00  
WHO: SEE BELOW  
WHERE: IN E.D.  
RE: SEE BELOW

---

**From:** Rybka, Edward  
**Sent:** Thursday, September 07, 2017 2:26 PM  
**To:** Francis, Margaux  
**Subject:** FW: Amazon

[See below. Add to my calendar](#)

---

**From:** Rybka, Edward  
**Sent:** Thursday, September 07, 2017 2:24 PM  
**To:** Ebersole, David  
**Subject:** Amazon

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Also, can you provide bullets as to the criteria being sought by Amazon

**From:** [Rybka, Edward](#)  
**To:** [Francis, Margaux](#)  
**Subject:** RE: Amazon  
**Date:** Thursday, September 7, 2017 4:07:53 PM

---

Please send conference call notice to me, Ebersole and Collier. David will be calling in from home. Collier will be calling in from off site. I can call from my office.

---

**From:** Francis, Margaux  
**Sent:** Thursday, September 07, 2017 2:40 PM  
**To:** Rybka, Edward  
**Subject:** FW: Amazon

WHEN: 9-7-17

TIME: 3:00

WHO: SEE BELOW

WHERE: IN E.D.

RE: SEE BELOW

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**From:** [Ebersole, David](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Amazon  
**Date:** Thursday, September 7, 2017 4:47:47 PM

---

Amazon Needs:

- 500,000 SF of office space available 2019
- Up to 8,000,000 SF to be developed by 2027
- Building in close proximity to create “place” and “pedestrian-friendly”

Business Preferences:

- Metro Area > 1,000,000 people
- Stable/Business-friendly Environment
- Urban or suburban location to attract/retain talent
- Creative site location

Economic Impact

- 50,000 Jobs/\$5,000,000,000 Payroll over 10-15 years
- \$5,000,000,000 in Capital Expenditures over 10-15 years

Requirements

- 500,000 SF with room for growth existing building; OR
- 100 acre “greenfield” with room for contiguous development; OR
- Infill/existing buildings with opportunity for renovation and redevelopment

Other factors

- Sustainability Efforts
- Requires Optimal Fiber Capacity
- Want culture & connectivity

INFO REQUESTED:

- Information regarding sites
- Summary of incentives; including timelines and total values
- Any clawbacks or uncertainties in incentives
- Labor/wage rates for requested job categories; sourcing opportunities
- Logistics – Access to highways and roads; Air access to Seattle NYC, SF, DC
- Timetable to ramp-up operations
- Community culture (Gov’t. stability, higher education, diversity)
- Community/Quality of Life

They are open for engagement.

They have confidentiality requirements on some additional info, so a non-public entity would have to be involved.

---

**From:** Rybka, Edward  
**Sent:** Thursday, September 07, 2017 2:24 PM

**To:** Ebersole, David

**Subject:** Amazon

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**From:** [Francis, Margaux](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Amazon  
**Date:** Thursday, September 7, 2017 5:09:33 PM

---

A meeting invite did go out to you – Ebersole and Collier.

Call in number from who...us - county or gcp?

---

**From:** Rybka, Edward  
**Sent:** Thursday, September 07, 2017 4:08 PM  
**To:** Francis, Margaux  
**Subject:** RE: Amazon

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**From:** Francis, Margaux  
**Sent:** Thursday, September 07, 2017 2:40 PM  
**To:** Rybka, Edward  
**Subject:** FW: Amazon

WHEN: 9-7-17

TIME: 3:00

WHO: SEE BELOW

WHERE: IN E.D.

RE: SEE BELOW

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**From:** [Matt Carroll](#) on behalf of [Sharon Jordan](#)  
**To:** [Ed Rybka](#)  
**Subject:** Fwd: Phone Call with Deb Janik, Joe Roman, Matt C., Ed Rybka, and Ted Carter  
**Date:** Thursday, September 7, 2017 5:43:28 PM  
**Attachments:** [attachment.ics](#)

---

Please forward to David, thanks.

Sent from my iPhone

Begin forwarded message:

**From:** "Sharon Jordan" <[sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us)>  
**To:** "Theodore Carter" <[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)>, "Matt Carroll" <[mppcarroll@cuyahogacounty.us](mailto:mppcarroll@cuyahogacounty.us)>, "Roman, Joe" <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>, "Janik, Debra" <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Subject:** Phone Call with Deb Janik, Joe Roman, Matt C., Ed Rybka, and Ted Carter

Host Number: 4954

**From:** [Rybka, Edward](#)  
**To:** [Francis, Margaux](#)  
**Subject:** RE: Amazon  
**Date:** Friday, September 8, 2017 6:56:02 AM

---

Call in from Matt Carroll and the County.

---

**From:** Francis, Margaux  
**Sent:** Thursday, September 07, 2017 5:10 PM  
**To:** Rybka, Edward  
**Subject:** RE: Amazon

A meeting invite did go out to you – Ebersole and Collier.

Call in number from who...us - county or gcp?

---

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**Sent:** Thursday, September 07, 2017 4:08 PM  
**To:** Francis, Margaux  
**Subject:** RE: Amazon

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**Subject:** FW: Amazon

WHEN: 9-7-17

TIME: 3:00

WHO: SEE BELOW

WHERE: IN E.D.

RE: SEE BELOW

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**Sent:** Thursday, September 07, 2017 2:26 PM  
**To:** Francis, Margaux  
**Subject:** FW: Amazon

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**From:** [Francis, Margaux](#) on behalf of [Rybka, Edward](#)  
**To:** [Sharon Jordan](#)  
**Subject:** Accepted: Fwd: Phone Call with Deb Janik, Joe Roman, Matt C., Ed Rybka, and Ted Carter  
**Date:** Friday, September 8, 2017 8:04:41 AM  
**Attachments:** [attachment.ics](#)

---

**From:** [Janik, Debra](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Monday meeting  
**Date:** Friday, September 8, 2017 4:14:50 PM

---

Can you send her email address. Thanks.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

-----Original Message-----

From: Rybka, Edward [<mailto:ERybka@city.cleveland.oh.us>]  
Sent: Friday, September 8, 2017 4:03 PM  
To: Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
Subject: Monday meeting

Deb,  
Could you please resend the invite and add Valarie McCall. Thanks.

Ed  
Sent from my iPhone

**From:** [Janik, Debra](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Monday meeting  
**Date:** Friday, September 8, 2017 4:14:50 PM

---

Can you send her email address. Thanks.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

-----Original Message-----

From: Rybka, Edward [<mailto:ERybka@city.cleveland.oh.us>]  
Sent: Friday, September 8, 2017 4:03 PM  
To: Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
Subject: Monday meeting

Deb,  
Could you please resend the invite and add Valarie McCall. Thanks.

Ed  
Sent from my iPhone

**From:** [Janik, Debra](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Monday meeting  
**Date:** Friday, September 8, 2017 5:34:20 PM

---

Got it - nevermind. Done.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

-----Original Message-----

From: Rybka, Edward [<mailto:ERybka@city.cleveland.oh.us>]  
Sent: Friday, September 8, 2017 4:03 PM  
To: Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
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Ed  
Sent from my iPhone



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**To:** [Rybka, Edward](#)  
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---

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Real Estate & Business Development

Greater Cleveland Partnership  
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Cleveland, Ohio 44115  
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-----Original Message-----

From: Rybka, Edward [<mailto:ERybka@city.cleveland.oh.us>]  
Sent: Friday, September 8, 2017 4:03 PM  
To: Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
Subject: Monday meeting

Deb,  
Could you please resend the invite and add Valarie McCall. Thanks.

Ed  
Sent from my iPhone

**From:** [McCall, Valarie](#)  
**To:** [Rybka, Edward](#); [Collier, Freddy](#); [Ebersole, David](#); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Janik, Debra \(DJanik@gcpartnership.com\)](mailto:Janik, Debra (DJanik@gcpartnership.com)); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); [Ted Carter](#)  
**Subject:** Follow up Meeting for Working Group  
**Date:** Monday, September 11, 2017 4:12:19 PM  
**Attachments:** [attachment.ics](#)

---

Hi Friends,

This is a follow up from our meeting today; please note I will update this once I hear back from Dr. Berkman and Grace Gallucci.

Thanks,

Valarie

**From:** [McCall, Valarie](#)  
**To:** [Rybka, Edward](#); [Collier, Freddy](#); [Ebersole, David](#); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Janik, Debra \(DJanik@gcpartnership.com\)](mailto:Janik, Debra (DJanik@gcpartnership.com)); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); [Ted Carter](#); [GraceGallucci - NOACA \(GGallucci@mpo.noaca.org\)](#); [Ronald M Berkman](#)  
**Subject:** Follow up Meeting for Working Group  
**Date:** Tuesday, September 12, 2017 12:47:06 PM  
**Attachments:** [attachment.ics](#)

---

Hi Friends,

Just a reminder that we have a small working group follow up meeting tomorrow, here are Cleveland City Hall, Office of the Mayor, Dining Room.

See you all tomorrow.

Valarie

Hi Friends,

This is a follow up from our meeting today; please note I will update this once I hear back from Dr. Berkman and Grace Gallucci.

Thanks,

Valarie

**From:** [McCall, Valarie](#)  
**To:** [Rybka, Edward](#); [Collier, Freddy](#); [Ebersole, David](#); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Janik, Debra \(DJanik@gcpartnership.com\)](mailto:DJanik@gcpartnership.com); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); [Ted Carter](#); [GraceGallucci - NOACA \(GGallucci@mpo.noaca.org\)](#); [Ronald M Berkman](#)  
**Subject:** Confirmed, Briefing with Mayor Jackson and Executive Budish  
**Date:** Tuesday, September 12, 2017 12:53:20 PM  
**Attachments:** [attachment.ics](#)

---

**From:** [Francis, Margaux](#)  
**To:** [Rybka, Edward](#)  
**Subject:** NEW CALENDAR ENTRY - SEPT 13  
**Date:** Tuesday, September 12, 2017 1:10:40 PM  
**Importance:** High

---

***WHEN: 9-13-17***

***TIME: 10:00 TO 11:30***

***WHAT: SEE BELOW***

***WHERE: ROOM 202***

-----Original Appointment-----

**From:** McCall, Valarie

**Sent:** Monday, September 11, 2017 4:12 PM

**To:** McCall, Valarie; Rybka, Edward; Collier, Freddy; Ebersole, David; [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra ([DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); Ted Carter; Grace Gallucci - NOACA ([GGallucci@mpo.noaca.org](mailto:GGallucci@mpo.noaca.org)); Ronald M Berkman

**Subject:** Follow up Meeting for Working Group

**When:** Wednesday, September 13, 2017 10:00 AM-11:30 AM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Cleveland City Hall, Office of the Mayor, 2nd Floor-Dining Room

Hi Friends,

Just a reminder that we have a small working group follow up meeting tomorrow, here are Cleveland City Hall, Office of the Mayor, Dining Room.

See you all tomorrow.

Valarie

Hi Friends,

This is a follow up from our meeting today; please note I will update this once I hear back from Dr. Berkman and Grace Gallucci.

Thanks,

Valarie

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**To:** [Rybka, Edward](#); [Collier, Freddy](#); [Ebersole, David](#); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Janik, Debra \(DJanik@gcpartnership.com\)](mailto:Janik, Debra (DJanik@gcpartnership.com)); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); [Ted Carter](#); [GraceGallucci - NOACA \(GGallucci@mpo.noaca.org\)](#); [Ronald M Berkman](#)  
**Subject:** CONFIDENTIAL - TRADE SECRET - Draft Agenda for County Executive/Mayor Meeting  
**Date:** Wednesday, September 13, 2017 5:08:37 PM  
**Attachments:** [image001.png](#)  
[BRIEFING AGENDA - DRAFT.docx](#)

---

All,

Please see the attached agenda for the meeting tomorrow. Please feel free to provide any comments.

Thanks

David

David Ebersole  
Interim Director  
Department of Economic Development  
601 Lakeside Ave. E.  
City Hall – Room 210  
Cleveland, OH 44114  
(p) 216-664-2204  
[debersole@city.cleveland.oh.us](mailto:debersole@city.cleveland.oh.us)  
[rethinkcleveland.org](http://rethinkcleveland.org)



**From:** [Janik, Debra](#)  
**To:** [Ebersole, David](#); [Rybka, Edward](#); [Collier, Freddy](#); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Roman, Joe](#); [TedCarter](#); [Grace Gallucci - NOACA\(GGallucci@mpo.noaca.org\)](#); [Ronald M Berkman](#)  
**Subject:** RE: CONFIDENTIAL - TRADE SECRET - Draft Agenda for County Executive/Mayor Meeting  
**Date:** Wednesday, September 13, 2017 5:38:05 PM  
**Attachments:** [image001.png](#)

---

David and team

Thanks for putting all the thought into the briefing doc. Appreciate it.

I think we should have a separate and much shorter agenda and attach a briefing document.

We need to discuss

1. Team and other partners (designate lead)
2. Overview RFP
3. Timeline
4. Top Sites for Phase I and proposed Campus Expansion
5. Incentives
6. Next Steps

Point of clarification - Item 4 Incentive Analysis –

We need a healthy discussion on incentives from all partners. Everything needs to be on the table – and at levels that we haven’t seen in last 3 decades. The usual “tools in the toolkit” are a good start but won’t compete at needed levels.

Item 4- a. My reference this morning to JobsOhio and State support for Amazon was to show the correlation to the HQ opportunity at hand. The question asked this morning was “would the state and JO support our proposal if we are successful”. My answer was yes - the state and JobsOhio have been very aggressive on support of the distribution centers in columbus and most recently in N. Randall and have provided significant funding for all 3 in the form of job creation tax credits, economic development grants, loans etc.

I believe that (given the commitment the state and JO have provided to the distribution centers) if we are successful in securing the HQ – our partners at State and JO will be at the table with significant incentives and unprecedented commitments – and they will expect the same from us. Either way – and perhaps my opinion only - there’s going to need to be a lot more commas in the incentive numbers.

See you all tomorrow.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

**Greater Cleveland Partnership**

1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

---

**From:** Ebersole, David [mailto:DEbersole@city.cleveland.oh.us]

**Sent:** Wednesday, September 13, 2017 5:09 PM

**To:** Rybka, Edward <ERybka@city.cleveland.oh.us>; Collier, Freddy <FCollier@city.cleveland.oh.us>; Ebersole, David <DEbersole@city.cleveland.oh.us>; sjordan@cuyahogacounty.us; mcarroll@cuyahogacounty.us; Janik, Debra <DJanik@gcpartnership.com>; Roman, Joe <JRoman@gcpartnership.com>; Ted Carter <tcarter@cuyahogacounty.us>; Grace Gallucci - NOACA (GGallucci@mpo.noaca.org) <GGallucci@mpo.noaca.org>; Ronald M Berkman <ronald.berkman@csuohio.edu>

**Subject:** CONFIDENTIAL - TRADE SECRET - Draft Agenda for County Executive/Mayor Meeting

All,

Please see the attached agenda for the meeting tomorrow. Please feel free to provide any comments.

Thanks  
David

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City Hall – Room 210  
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(p) 216-664-2204  
[debersole@city.cleveland.oh.us](mailto:debersole@city.cleveland.oh.us)  
[rethinkcleveland.org](http://rethinkcleveland.org)





**From:** [Janik, Debra](#)  
**To:** [Rybka, Edward](#); [vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)  
**Cc:** [Roman, Joe](#); [Ebersole, David](#); [Collier, Freddy](#)  
**Subject:** TeamNEO Update  
**Date:** Thursday, September 14, 2017 10:58:13 AM

---

Ed & Valarie

Quick update - Bill Koehler at TeamNEO touched based with GCP late yesterday on the project. In addition to some general updates - Bill let us know his team is working on a request made by the City of Cleveland to Jacob Duritsky and the TeamNEO research team yesterday requesting data and economic information.

Since City has established contact with TeamNEO on the project – and given the role the organization will play in coordination of the project with State & JobsOhio – GCP suggests two things for your consideration:

1. Contact TeamNEO and ask them to attend the 4:30 meeting today with Mayor and CE; and
2. Since contact has been established (and if already not communicated) it could be useful to reach back out to TeamNEO today and let them know that given the election demands on Monday and Tuesday earlier this week the local partners will be able to submit preferred CLE sites by mid-next week.

Thanks in advance. See you at 4:30

Deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [Ebersole, David](#)  
**To:** [Rybka, Edward](#); [Collier, Freddy](#); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [Matt Carroll](#); [Janik, Debra](#) ([DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); [Ted Carter](#); [Grace Gallucci - NOACA](#) ([GGallucci@mpo.noaca.org](mailto:GGallucci@mpo.noaca.org)); [Ronald M Berkman](#)  
**Subject:** RE: CONFIDENTIAL - TRADE SECRET - Draft Agenda for County Executive/Mayor Meeting  
**Date:** Thursday, September 14, 2017 11:57:07 AM  
**Attachments:** [image001.png](#)  
[Abbreviated Agenda.docx](#)

---

Attached abbreviated agenda for distribution to the executives today. Let me know if anything is missing.

---

**From:** Ebersole, David  
**Sent:** Wednesday, September 13, 2017 5:09 PM  
**To:** Rybka, Edward; Collier, Freddy; Ebersole, David; [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra ([DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)); [jroman@gcpartnership.com](mailto:jroman@gcpartnership.com); Ted Carter; Grace Gallucci - NOACA ([GGallucci@mpo.noaca.org](mailto:GGallucci@mpo.noaca.org)); Ronald M Berkman  
**Subject:** CONFIDENTIAL - TRADE SECRET - Draft Agenda for County Executive/Mayor Meeting

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[debersole@city.cleveland.oh.us](mailto:debersole@city.cleveland.oh.us)  
[rethinkcleveland.org](http://rethinkcleveland.org)



**From:** [Lackey, Alexander](#)  
**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Vincent, Susan](#)  
**Subject:** Notes from Headquarters Bid meeting- 9/13  
**Date:** Thursday, September 14, 2017 3:00:57 PM

---

Date: 9/13/2017

Internal Attendees: Chief Valarie McCall, Chief Ed Rybka, Director Fred Collier, Director David Ebersole, Alex Lackey

External Attendees: Deb Janik (GCP), Sharon Sobol Jordon (Cuyahoga County), Grace Gallucci (NOACA), Matt Carroll (Cuyahoga County), Ted Carter (Cuyahoga County), Dr. Berkman (Cleveland State)

1. Oct 13<sup>th</sup> need to have proposal finalized
2. Oct 16<sup>th</sup> is due date
3. What will differentiate us from other cities?
4. Group suggested that we compile reference letters from other businesses that have relocated to Cleveland area.
5. Appropriate labor force capacity is an important fact to emphasize.
6. Are other Ohio cities submitting bids? Cbus, Cinci, Dayton? Group agreed that we should try to find this out.
7. What is the state level advocacy plan on this? (Deb Janik asks)
8. Daily direct flights to Seattle should be emphasized, Burke's capacity for this should be emphasized.
9. VJM reminds group that Cleveland already has a robust downtown trolley system, the company would save money by not having to purchase this.
10. Ted Carter suggests that any proposal should have a high tech video/VR element, this is a tech company.
11. Dr. Berkman suggests we hire an outside consultant that has experience attracting large companies and putting bids like these together.
12. Dr. Berkman suggests we emphasize the Higher Education Compact and its capacity for training the appropriate specialized workforce.
13. Someone needs to start compiling support letters (I could do this?)
14. The bid needs to be written separately but with one voice.
15. Dr. Berkman suggests that Cleveland Clinic is included, VJM suggests that we include UH and Metro as well.
16. Sharon Sobol Jordon agrees with Dr. Berkman about hiring consultant for this process, Matt Carroll agrees
17. Deb Janik suggests that we emphasize the fact that we don't get hurricanes and floods in Cleveland.
18. Group then went into discussion about the best physical site for the HQ and people started to leave
19. VJM explains best process for messaging this out to the public.

Alexander D Lackey  
Government, Legislative, and International Affairs Coordinator  
Reporting to Chief Valarie J McCall

Desk: (216) 664-2551  
Cell: (216) 857-1993  
[alackey@city.cleveland.oh.us](mailto:alackey@city.cleveland.oh.us)

Office of the Mayor - City Hall  
601 Lakeside Avenue  
Cleveland, OH 44114

**From:** [Rybka, Edward](#)  
**To:** [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); "Grace Gallucci"; "[jroman@gcpartnership.com](mailto:jroman@gcpartnership.com)";  
[Janik, Debra \(DJanik@gcpartnership.com\)](mailto:Janik, Debra (DJanik@gcpartnership.com)); [Ebersole, David](#); [Collier, Freddy](#); [McCall, Valarie](#);  
["tcarter@cuyahogacounty.us"](mailto:tcarter@cuyahogacounty.us)  
**Subject:** Special ED Project  
**Date:** Thursday, September 14, 2017 3:51:03 PM

---

To all,

Hoping you can stay for a short while after we conclude with the Mayor at the Chief Exec. The topics I wish to discuss and move forward on:

- Outreach to property owners (tomorrow?) in the short list of target sites; we need to get them in for an initial discussion of what we are looking for early next week
- When is the outreach to TEAM NEO made?
- Regular meeting days and times

As to a follow up meeting, I am in a mediation hearing most of tomorrow. I am suggesting that we reconvene Monday, September 18 at 1pm. Late morning is doable and noon / 12:30pm as a start time works.

**From:** [Rybka, Edward](#)  
**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Subject:** FW: Aerozone Alliance Press Announcement Scheduled for Tuesday, September 26, 2017 at 10:00AM  
**Date:** Thursday, September 14, 2017 3:54:09 PM

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Matt,

First, Would you have a brief moment to discuss the subject of the email with me this afternoon? At this point, the city is not ready to participate.

Second, next steps re: bridge (ie meeting next week with city and County)

Third, next steps re: Campus District funding

Ed

---

**From:** Howard Thompson [mailto:HowardThompson@oai.org]  
**Sent:** Wednesday, September 13, 2017 1:09 PM  
**To:** Joseph Shafran (jshafran@paranmgt.com); Glenn Coyne; Wise, Michael; Wildey, Kirstyn (kwildey@mcdonaldhopkins.com); tcarter@cuyahogacounty.us; Kahlil Seren (kseren@cuyahogacounty.us); Matt Carroll (mcarroll@cuyahogacounty.us); Eliza G. Wing <ewing@cuyahogacounty.us> (ewing@cuyahogacounty.us); Edward Kraus; Sara Jackson; Nathan Kelly; Dale Miller (damiller@cuyahogacounty.us); nbaker@cuyahogacounty.us; mjgallagher@cuyahogacounty.us; jnanni@cuyahogacounty.us; wengerk@north-olmsted.com; Greg Myers; Matt Madzy (mmadzy@cityofberea.org); mdolan@cityofbrookpark.com; Shawn Leininger (Shawn.Leininger@fairviewpark.org); Francis, Margaux; Rybka, Edward; Ebersole, David; Collier, Freddy; sandra.t.reehorst@nasa.gov; Hoose, John; Barnhart, Shannon; Belluardo, Nicholas; Ben Campbell (ben.campbell@kammscorners.com); Kerry Chelm <Kerry@chelmproperties.com> (Kerry@chelmproperties.com); Janik, Debra; Adamus, Vince (VAdamus@gcpartnership.com); Debbie Berry; joe.spagnola@moen.com; Don Rerko (DRerko@mparc.com); Scott Maloney (smaloney@K2Mdesign.com); Erin M Vokes; Stuart Mendel (scmendel@cs.com); John Lanigan; Dyan Sutton (creative@dyansutton.com); John Ettorre; Kevin Callahan; ptruog@thefundneo.org; Alecia Pretel; Jay Foran; Jeff Rolf; Ann Heyward; Sherri Oblander; cronayne@universitycircle.org  
**Subject:** Aerozone Alliance Press Announcement Scheduled for Tuesday, September 26, 2017 at 10:00AM

Hello Colleagues – I would like to invite you to a press announcement that County Executive Budish will host at our office on Tuesday, September 26, 2017 at 10:00AM. County Executive Budish would like to extend an invite to all of the participating City Mayors, Economic/Community Development Directors and Council Members (if preferred), and all of our organizational partners. We will have a light breakfast beginning at 9:00AM for anyone that would like to arrive a little early. Please RSVP back to me via phone or email. Thank you.

Howard Thompson  
Ohio Aerospace Institute  
22800 Cedar Point Road  
Cleveland, Ohio 44142  
440.962.3237  
[www.OAI.org](http://www.OAI.org)  
<https://twitter.com/OhioAerospace>



**From:** [Francis, Margaux](#) on behalf of [Rybka, Edward](#)  
**To:** [McCall, Valarie](#); "[sjordan@cuyahogacounty.us](#)"; "[mcarroll@cuyahogacounty.us](#)"; "[Janik, Debra](#)"; "[jroman@gcpartnership.com](#)"; "[r.anglin@csuohio.edu](#)"; [Ted Carter](#); "[Grace Gallucci - NOACA](#)"; "[ronald.berkman@csuohio.edu](#)"; [Ebersole, David](#); [Collier, Freddy](#); [Lackey, Alexander](#); [Short, Leah](#); [Ligon, Doniella](#); [Luci, Dana](#); [Adams, Monica](#); [Acevedo, Marilu](#); "[Sylvia Davis](#)"; "[s.c.connor@csuohio.edu](#)"  
**Subject:** 12:30 - RYBKA -MCCALL-ROMAN -JANIK -SOBOL JORDAN -CARROL -DR. BERKMAN -DR. ANGLIN -COLLIER - EBERSOLE -GALLUCCI -T. CARTER -LACKEY RE: SPECIAL ECONOMIC DEVELOPMENT PROJECT  
**Date:** Friday, September 15, 2017 8:22:26 AM  
**Attachments:** [attachment.ics](#)

---

This meeting may not exceed 2.00 hours. Please confirm. Thank you.



**From:** [Janik, Debra](#)  
**To:** [Adamus, Vince](#); [Urban, Chris](#); [DaVis, Shawn](#); [Adams, Sara](#); [Ligon, Doniella](#)  
**Cc:** [Mary Cierebiej](#); [Christine Nelson](#); [Camille Billups](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); ["tcarter@cuyahogacounty.us"](#); [Roland V Anglin](#)  
**Subject:** Project Conway  
**Date:** Monday, September 18, 2017 9:55:46 AM

---

The 11:00 a.m. meeting will be held in the GCP KeyBank Conference Room on the first floor. Thank you.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [McCall, Valarie](#)  
**To:** [Janik, Debra](#); [Adamus, Vince](#); [Urban, Chris](#); [DaVis, Shawn](#); [Adams, Sara](#); [Ligon, Doniella](#)  
**Cc:** [Mary Cierebiej](#); [Christine Nelson](#); [Camille Billups](#); [Rybka, Edward](#); [Ebersole, David](#); ["tcarter@cuyahogacounty.us"](#); [Roland V Anglin](#)  
**Subject:** RE: Project Conway  
**Date:** Monday, September 18, 2017 9:56:15 AM

---

Thank you!!!

***Valarie J. McCall***

Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
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[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

---

**From:** Janik, Debra [mailto:[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)]  
**Sent:** Monday, September 18, 2017 9:56 AM  
**To:** Adamus, Vince <[VAdamus@gcpartnership.com](mailto:VAdamus@gcpartnership.com)>; Urban, Chris <[CUrban@gcpartnership.com](mailto:CUrban@gcpartnership.com)>; DaVis, Shawn <[SDaVis@gcpartnership.com](mailto:SDaVis@gcpartnership.com)>; Adams, Sara <[SAdams@gcpartnership.com](mailto:SAdams@gcpartnership.com)>; Ligon, Doniella <[DLigon@gcpartnership.com](mailto:DLigon@gcpartnership.com)>  
**Cc:** Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>; Christine Nelson <[CNelson@TeamNEO.org](mailto:CNelson@TeamNEO.org)>; Camille Billups <[CBillups@TeamNEO.org](mailto:CBillups@TeamNEO.org)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; Rybka, Edward <[ERYbka@city.cleveland.oh.us](mailto:ERYbka@city.cleveland.oh.us)>; Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>; 'tcarter@cuyahogacounty.us' <[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)>; Roland V Anglin <[r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu)>  
**Subject:** Project Conway

The 11:00 a.m. meeting will be held in the GCP KeyBank Conference Room on the first floor. Thank you.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [Grace Gallucci](#)  
**To:** [ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)  
**Subject:** Declined: 12:30 - RYBKA -MCCALL-ROMAN -JANIK -SOBOL JORDAN -CARROL -DR. BERKMAN -DR. ANGLIN -  
COLLIER -EBERSOLE -GALLUCCI -T. CARTER -LACKEY RE: SPECIAL ECONOMIC DEVELOPMENT PROJECT  
**Date:** Monday, September 18, 2017 12:30:31 PM  
**Attachments:** [attachment.ics](#)

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**From:** [Francis, Margaux](#)  
**To:** [Rybka, Edward](#)  
**Subject:** FW: Declined: 12:30 - RYBKA -MCCALL-ROMAN -JANIK -SOBOL JORDAN -CARROL -DR. BERKMAN -DR. ANGLIN -  
COLLIER -EBERSOLE -GALLUCCI -T. CARTER -LACKEY RE: SPECIAL ECONOMIC DEVELOPMENT PROJECT  
**Date:** Monday, September 18, 2017 1:08:01 PM

---

-----Original Appointment-----

**From:** **Grace Gallucci**

**Sent:** Monday, September 18, 2017 12:29 PM

**To:** Vajusi, Liljana; Francis, Margaux

**Subject:** **Declined**: 12:30 - RYBKA -MCCALL-ROMAN -JANIK -SOBOL JORDAN -CARROL -  
DR. BERKMAN -DR. ANGLIN -COLLIER -EBERSOLE -GALLUCCI -T. CARTER -LACKEY RE: SPECIAL  
ECONOMIC DEVELOPMENT PROJECT

**When:** Monday, September 18, 2017 12:30 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** COUNTY ADMIN BLDG - 2079 EAST NINTH ST

**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#)  
**Cc:** [Mary Cierebiej](#)  
**Subject:** Conway NDA  
**Date:** Monday, September 18, 2017 3:18:52 PM  
**Attachments:** [Project Conway NDA 9-18-17.pdf](#)  
**Importance:** High

---

Please execute the attached NDA as soon as possible and return directly to Mary Cierebiej copied hereto. Thanks!

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [McCall, Valarie](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Conway  
**Date:** Monday, September 18, 2017 5:27:31 PM

---

Yes; Freddy and Deb Janik, but David's been in the meetings, so they need to make sure Freddy is added to the small working group.

***Valarie J. McCall***

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---

**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 3:35 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Conway

Do you agree that because it is a site discussion that Freddy should present to the Mayor and the County Exec? And, David present the assignments for the tasks? - Ed

**From:** [McCall, Valarie](#)  
**To:** [Langhenry, Barbara](#); [Singletary, Gary](#); [Horvath, Richard](#)  
**Cc:** [Rybka, Edward](#); [Collier, Freddy](#); [Ebersole, David](#); [Lackey, Alexander](#)  
**Subject:** ATTY  
**Date:** Monday, September 18, 2017 5:32:03 PM  
**Attachments:** ATTY CLIENT PRIV  
**Importance:** High

---

ATTY CLIENT PRIV

***Valarie J. McCall***

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---

**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Monday, September 18, 2017 3:19 PM  
**To:** McCall, Valarie <vmccall@city.cleveland.oh.us>; Rybka, Edward <ERybka@city.cleveland.oh.us>; Ebersole, David <DEbersole@city.cleveland.oh.us>  
**Cc:** Mary Cierebiej <MCierebiej@TeamNEO.org>  
**Subject:** Conway NDA  
**Importance:** High

Please execute the attached NDA as soon as possible and return directly to Mary Cierebiej copied hereto. Thanks!

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct





**From:** [McCall, Valarie](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Conway  
**Date:** Monday, September 18, 2017 5:38:34 PM

---

Ok, ask him if we can do 8:30-9:30; Deb Janik can attend for GCP.

***Valarie J. McCall***

Chief of Government & International Affairs &  
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---

**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 5:34 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Re: Conway

He suggested No other times. We are back at csu wed afternoon. I would go back to 8:30. Tuesday will be tough. Thursday is too late. We need to be meeting with property owners we'd pm and thurs.

Sent from my iPhone

On Sep 18, 2017, at 5:26 PM, McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)> wrote:

Thanks. Any other options from Matt? If not, we can look at a later time on Wednesday, but I think his schedule is crazy. Maybe back to 8:30 am?

***Valarie J. McCall***

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[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

---

**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 4:23 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Conway

Just spoke with Matt Carroll. He indicated that 9:30am Wed did not work. If we look at tomorrow 9Tuesday), the following are conflicts that I know of:

- Ebersole, Collier and I are with Dick Pace in the morning starting at 8:30am.
- Collier chairs his first Opportunity Corridor planning meeting (this is the new structure that Natoya and I are implementing) tomorrow at 2:30pm
- I and Ken have a meeting tomorrow with the County re a different than Conway project (3pm out of city hall)
- I have a 10:30am meeting with City staff and the Metro Hospital re: their campus construction project at 10:30am; I could excuse myself from this meeting. It took long to coordinate schedules thus I am reluctant to cancel.

**From:** [Rybka, Edward](#)  
**To:** [McCall, Valarie](#)  
**Subject:** Re: Conway  
**Date:** Monday, September 18, 2017 5:41:35 PM

---

I am in my cluster. I will call Matt after. But, I thought we were looking at 9:39 because of county conflict.

Sent from my iPhone

On Sep 18, 2017, at 5:38 PM, McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)> wrote:

Ok, ask him if we can do 8:30-9:30; Deb Janik can attend for GCP.

***Valarie J. McCall***

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---

**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 5:34 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Re: Conway

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Sent from my iPhone

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***Valarie J. McCall***

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**From:** Rybka, Edward

**Sent:** Monday, September 18, 2017 4:23 PM

**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>

**Subject:** Conway

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**From:** [McCall, Valarie](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Conway  
**Date:** Monday, September 18, 2017 5:42:18 PM

---

No, we were looking at it because of GCP. I will send a note to Matt and copy you.

***Valarie J. McCall***

Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
Cleveland City Hall  
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[Cleveland, OH 44114](#)  
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---

**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 5:42 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Re: Conway

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Sent from my iPhone

On Sep 18, 2017, at 5:38 PM, McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)> wrote:

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***Valarie J. McCall***

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**From:** Rybka, Edward

**Sent:** Monday, September 18, 2017 5:34 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Re: Conway

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[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)  
[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

---

**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 4:23 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Conway

Just spoke with Matt Carroll. He indicated that 9:30am Wed did not work. If we look at tomorrow (Tuesday), the following are conflicts that I know of:

- Ebersole, Collier and I are with Dick Pace in the morning starting at 8:30am.
- Collier chairs his first Opportunity Corridor planning meeting (this is the new structure that Natoya and I are implementing) tomorrow at 2:30pm
- I and Ken have a meeting tomorrow with the County re a different than Conway project (3pm out of city hall)
- I have a 10:30am meeting with City staff and the Metro Hospital re: their campus construction project at 10:30am; I could excuse

myself from this meeting. It took long to coordinate schedules  
thus I am reluctant to cancel.

**From:** [Rybka, Edward](#)  
**To:** [McCall, Valarie](#)  
**Subject:** Re: Conway  
**Date:** Monday, September 18, 2017 5:43:00 PM

---

Thanks

Sent from my iPhone

On Sep 18, 2017, at 5:42 PM, McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)> wrote:

No, we were looking at it because of GCP. I will send a note to Matt and copy you.

***Valarie J. McCall***

Chief of Government & International Affairs &  
Acting Chief of Communications

Office of the Mayor

Cleveland City Hall

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[Cleveland, OH 44114](#)

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**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 5:42 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Re: Conway

I am in my cluster. I will call Matt after. But, I thought we were looking at 9:39 because of county conflict.

Sent from my iPhone

On Sep 18, 2017, at 5:38 PM, McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)> wrote:

Ok, ask him if we can do 8:30-9:30; Deb Janik can attend for GCP.

***Valarie J. McCall***

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**From:** Rybka, Edward  
**Sent:** Monday, September 18, 2017 5:34 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>  
**Subject:** Re: Conway

He suggested No other times. We are back at csu wed afternoon. I would go back to 8:30. Tuesday will be tough. Thursday is too late. We need to be meeting with property owners we'd pm and thurs.

Sent from my iPhone

On Sep 18, 2017, at 5:26 PM, McCall, Valarie  
<[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)> wrote:

Thanks. Any other options from Matt? If not, we can look at a later time on Wednesday, but I think his schedule is crazy. Maybe back to 8:30 am?

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**From:** [Roman, Joe](#)  
**To:** [Janik, Debra](#)  
**Cc:** [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Rybka, Edward](#)  
**Subject:** Re: Wednesday's Meeting  
**Date:** Monday, September 18, 2017 6:32:21 PM

---

Yes. No leeway there for us

Sent from my iPhone

On Sep 18, 2017, at 5:49 PM, Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)> wrote:

We have our board meeting.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

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**From:** McCall, Valarie [<mailto:vmccall@city.cleveland.oh.us>]  
**Sent:** Monday, September 18, 2017 5:48 PM  
**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
**Subject:** Wednesday's Meeting

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**From:** [Roman, Joe](#)  
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**Cc:** [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); [Rybka, Edward](#)  
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**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
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**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** [Rybka, Edward](#); [Roman, Joe](#)  
**Subject:** RE: Wednesday's Meeting  
**Date:** Tuesday, September 19, 2017 2:35:53 AM

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**Sent:** Monday, September 18, 2017 5:48 PM  
**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
**Subject:** Wednesday's Meeting

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**From:** [Rybka, Edward](#)  
**To:** ["Janik, Debra"](#); [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 7:17:55 AM

---

Good Morning to all,

While we work through schedules (see below) to meet with the Mayor and the County Executive, Valarie and I discussed the need to move forward with the tasks. Last evening, I directed David Ebersole to convene the work group that you identified Deb focused on incentives. I will direct Freddy to proceed with Grace on transportation. Joe, if I recall, you suggested pulling the RNC information for questions 8 and 9.

Whom do we need to address the workforce – labor market task and analysis?

Importantly, we need to get Jacobs Group – Doug Miller, Westin Group - Asher and Doug Price in to identify what is needed from them. A directive to Michael Deemer to facilitate meeting tomorrow afternoon (Wed.).

What availability do each of you have tomorrow afternoon? Anytime between 1pm and 3pm?

Where?

I would include in the meeting invite the five of us on this email, Freddy, David, Ted Carter and Grace. Whom else should we have in this group? Joe Maranucci and Michael Deemer from DCA?

Should we bring in Pace? He has offered to direct his architect to provide renderings of his dock 32 site as well as a rendering of the multi-modal / mixed use opportunity on East 9<sup>th</sup> Street. I will see Dick at 8:30am this am. I can direct him to put something together if you are comfortable with that.

Anticipate your feedback.

Ed

---

**From:** Janik, Debra [mailto:[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)]  
**Sent:** Monday, September 18, 2017 5:50 PM  
**To:** McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

We have our board meeting.

Deb Janik  
Sr. Vice President

Real Estate & Business Development

Greater Cleveland Partnership

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Cleveland, Ohio 44115  
(216) 592-2268 direct

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**Sent:** Monday, September 18, 2017 5:48 PM

**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>

**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>

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**From:** [Janik, Debra](#)  
**To:** [Rybka, Edward](#); [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 7:33:59 AM  
**Importance:** High

---

See below. I am sending Deemer and email now. We will host meeting at GCP. Again see my notes in green below.

In addition to property owners I suggested attendees:

McCall  
Rybka  
Carroll  
Roman  
Ebersole  
Janik  
Marinucci  
Deemer  
Mary Cierbiej/Camille Billups

This list is not a slight to anyone not being included. This needs to be as small a group as possible. A smaller group is key in my opinion in this first meeting – we need to get these 3 owners committed, set parameters of what we expect and try to lock them in to committing to a partnership. Once we get them locked in we can advance RFP for site details.

We cannot get into the weeds on transportation planning at this meeting.

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**From:** Rybka, Edward [mailto:ERybka@city.cleveland.oh.us]  
**Sent:** Tuesday, September 19, 2017 7:18 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; mcarroll@cuyahogacounty.us  
**Cc:** Roman, Joe <JRoman@gcpartnership.com>  
**Subject:** RE: Project Conway

Good Morning to all,



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What availability do each of you have tomorrow afternoon? Anytime between 1pm and 3pm? **I will book with Deemer**

Where? **We will host at GCP.**

I would include in the meeting invite the five of us on this email, Freddy, David, Ted Carter and Grace. Whom else should we have in this group? Joe Maranucci and Michael Deemer from DCA? **I will be asking our partners at TNEO (mary and Camille) to join us. We need them in the loop now – they are the key to state and JO funding – they have to be at table.**

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Anticipate your feedback. **Thanks Ed**

Ed

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**Sent:** Monday, September 18, 2017 5:50 PM  
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**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

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**From:** [Rybka, Edward](#)  
**To:** ["Janik, Debra"; McCall, Valarie; mcarroll@cuyahogacounty.us](#)  
**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 7:39:17 AM

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Thanks Deb. I did not mean for Pace to join us tomorrow. But, that he commence with some level of rendering for the site that could be included in a final proposal. We can meet with him next week.

Does 1:30pm tomorrow work for all? I will follow up with David and Freddy. Is Grace back tomorrow?

Ed

---

**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Tuesday, September 19, 2017 7:34 AM  
**To:** Rybka, Edward; McCall, Valarie; mcarroll@cuyahogacounty.us  
**Cc:** Roman, Joe  
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**Importance:** High

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**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

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**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
**Subject:** Wednesday's Meeting

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I understand the CE cannot do 9:30 am, is 8 or 8:30 am an option? We can flip our cabinet meeting to start at 9:30 am.

***Valarie J. McCall***  
Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
Cleveland City Hall

[601 Lakeside Avenue, Room 202](#)  
[Cleveland, OH 44114](#)  
Office: [216.664.3544](#)  
Fax: [216.420.7713](#)  
iPhone: [216.857.7360](#)  
[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)  
[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

**From:** [Rybka, Edward](#)  
**To:** ["Janik, Debra"](#); [McCall, Valarie](#); ["mcarroll@cuyahogacounty.us"](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** ["Roman, Joe"](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 7:46:12 AM

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Note: I wish to include Collier tomorrow.

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**Sent:** Tuesday, September 19, 2017 7:39 AM  
**To:** 'Janik, Debra'; McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
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In addition to property owners I suggested attendees:

McCall  
Rybka  
Carroll  
Roman  
Ebersole  
Janik  
Marinucci  
Deemer  
Mary Cierbiej/Camille Billups

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**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 7:56:01 AM

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Also add Ted to list – my oversight. apologies

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**To:** 'Rybka, Edward' <ERybka@city.cleveland.oh.us>; McCall, Valarie <vmccall@city.cleveland.oh.us>; mcarroll@cuyahogacounty.us  
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**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 7:57:14 AM

---

Works for me – let's book it. Get best attendance possible and we can catch colleagues up.

deb

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**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 8:05:07 AM

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Okay Ed – will do

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**Sent:** Tuesday, September 19, 2017 7:46 AM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; 'mcarroll@cuyahogacounty.us' <[mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)>  
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Anticipate your feedback. **Thanks Ed**

Ed

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**From:** Janik, Debra [<mailto:DJanik@gcpartnership.com>]  
**Sent:** Monday, September 18, 2017 5:50 PM  
**To:** McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

We have our board meeting.

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

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**From:** McCall, Valarie [<mailto:vmccall@city.cleveland.oh.us>]  
**Sent:** Monday, September 18, 2017 5:48 PM  
**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
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**From:** [Janik, Debra](#)  
**To:** [Michael Deemer](#)  
**Cc:** [Rybka, Edward](#); [Matt Carroll](#); [McCall, Valarie](#)  
**Subject:** Project Conway - Mtg. with Prop Owners  
**Date:** Tuesday, September 19, 2017 8:14:22 AM

---

Michael

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Property Owners - 3+

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**From:** [Rybka, Edward](#)  
**To:** ["Janik, Debra"](#); [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** [Roman, Joe](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 8:24:34 AM

---

I would suggest Grace as well.

---

**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Tuesday, September 19, 2017 7:56 AM  
**To:** Rybka, Edward; McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe  
**Subject:** RE: Project Conway

Also add Ted to list – my oversight. apologies

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**Sent:** Tuesday, September 19, 2017 7:33 AM  
**To:** 'Rybka, Edward' <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
**Subject:** RE: Project Conway  
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**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
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**From:** [Rybka, Edward](#)  
**To:** [Francis, Margaux](#)  
**Subject:** FW: Project Conway - Mtg. with Prop Owners  
**Date:** Tuesday, September 19, 2017 8:25:11 AM

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**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Tuesday, September 19, 2017 8:14 AM  
**To:** Michael Deemer  
**Cc:** Rybka, Edward; Matt Carroll; McCall, Valarie  
**Subject:** Project Conway - Mtg. with Prop Owners

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**From:** [Roman, Joe](#)  
**To:** [Rybka, Edward](#)  
**Cc:** [Janik, Debra](#); [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Subject:** Re: Project Conway  
**Date:** Tuesday, September 19, 2017 8:40:16 AM

---

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Sent from my iPhone

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**To:** ["Roman, Joe"](#)  
**Cc:** [Janik, Debra](#); [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 9:57:41 AM

---

I viewed his site and the multi-modal site as being within the scope of possible future phase locations. We should clarify this topic tomorrow. - Ed

---

**From:** Roman, Joe [mailto:JRoman@gcpartnership.com]  
**Sent:** Tuesday, September 19, 2017 7:43 AM  
**To:** Rybka, Edward  
**Cc:** Janik, Debra; McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
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**From:** [Horvath, Richard](#)  
**To:** [McCall, Valarie](#); [Langhenry, Barbara](#); [Singletary, Gary](#)  
**Cc:** [Rybka, Edward](#); [Collier, Freddy](#); [Ebersole, David](#); [Lackey, Alexander](#)  
**Subject:** ATTY [REDACTED]  
**Date:** Tuesday, September 19, 2017 10:47:10 AM

---

ATTY CLIENT PRIV [REDACTED]

[REDACTED]

[REDACTED]

---

**From:** McCall, Valarie  
**Sent:** Monday, September 18, 2017 5:32 PM  
**To:** Langhenry, Barbara; Singletary, Gary; Horvath, Richard  
**Cc:** Rybka, Edward; Collier, Freddy; Ebersole, David; Lackey, Alexander  
**Subject:** ATTY CLIENT [REDACTED]  
**Importance:** High

ATTY CLIENT PRIV [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

***Valarie J. McCall***  
Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
Cleveland City Hall  
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[Cleveland, OH 44114](#)  
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[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)

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---

**From:** Janik, Debra [<mailto:DJanik@gcpartnership.com>]

**Sent:** Monday, September 18, 2017 3:19 PM

**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>

**Cc:** Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>

**Subject:** Conway NDA

**Importance:** High

Please execute the attached NDA as soon as possible and return directly to Mary Cierebiej copied hereto. Thanks!

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct



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**Subject:** ATTY CLIENT  
**Importance:** High

ATTY CLIENT PRIV

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Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>  
**Cc:** Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>  
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**From:** [McCall, Valarie](#)  
**To:** [Janik, Debra](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** [Rybka, Edward](#); [Roman, Joe](#)  
**Subject:** RE: Wednesday's Meeting  
**Date:** Tuesday, September 19, 2017 1:05:46 PM

---

Hi All,

As of right now, the ONLY time that works for CE Budish is 9; Matt, do you think we can do 9:30?

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**Sent:** Monday, September 18, 2017 5:50 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
**Subject:** RE: Wednesday's Meeting

We have our board meeting.

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**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
**Subject:** Wednesday's Meeting

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**From:** [McCall, Valarie](#)  
**To:** [Janik, Debra](#); [Rybka, Edward](#); [Ebersole, David](#)  
**Cc:** [Mary Cierebiej](#)  
**Subject:** RE: Conway NDA  
**Date:** Tuesday, September 19, 2017 1:23:42 PM  
**Attachments:** [NDA Forms for Chiefs McCall and Rybka for the Conway Project\(9.19.17\).pdf](#)  
**Importance:** High

---

Hi Team,

Please find the signed NDA forms Ed and myself.

Thanks,

Valarie

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Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>

**Cc:** Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>

**Subject:** Conway NDA

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(216) 592-2268 direct



**From:** [Janik, Debra](#)  
**To:** [Rybka, Edward](#)  
**Cc:** [McCall, Valarie](#)  
**Subject:** RE: Project Conway  
**Date:** Tuesday, September 19, 2017 2:32:21 PM  
**Importance:** High

---

Ed

Just left you a VM – please call. This room is getting way to big. It's grown to 20 people. I believe we should have 2 folks from each of the principal partners plus the owners.

City, County, GCP, DCA, TNEO, property owners – this gets us to 15-16. We can follow up immediately with staff leadership and other partners.

Want to talk with you and Val to discuss. Give buzz as soon as you can.

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Sr. Vice President  
Real Estate & Business Development

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---

**From:** Rybka, Edward [mailto:ERybka@city.cleveland.oh.us]  
**Sent:** Tuesday, September 19, 2017 8:25 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; mcarroll@cuyahogacounty.us  
**Cc:** Roman, Joe <JRoman@gcpartnership.com>  
**Subject:** RE: Project Conway

I would suggest Grace as well.

---

**From:** Janik, Debra [mailto:[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)]  
**Sent:** Tuesday, September 19, 2017 7:56 AM  
**To:** Rybka, Edward; McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe  
**Subject:** RE: Project Conway

Also add Ted to list – my oversight. apologies

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---

**From:** Janik, Debra

**Sent:** Tuesday, September 19, 2017 7:33 AM

**To:** 'Rybka, Edward' <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)

**Cc:** Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>

**Subject:** RE: Project Conway

**Importance:** High

See below. I am sending Deemer and email now. We will host meeting at GCP. Again see my notes in green below.

In addition to property owners I suggested attendees:

McCall

Rybka

Carroll

Roman

Ebersole

Janik

Marinucci

Deemer

Mary Cierbiej/Camille Billups

This list is not a slight to anyone not being included. This needs to be as small a group as possible. A smaller group is key in my opinion in this first meeting – we need to get these 3 owners committed, set parameters of what we expect and try to lock them in to committing to a partnership. Once we get them locked in we can advance RFP for site details.

We cannot get into the weeds on transportation planning at this meeting.

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---

**From:** Rybka, Edward [<mailto:ERybka@city.cleveland.oh.us>]

**Sent:** Tuesday, September 19, 2017 7:18 AM

**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>;

[mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)

**Cc:** Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>

**Subject:** RE: Project Conway

Good Morning to all,

While we work through schedules (see below) to meet with the Mayor and the County Executive, Valarie and I discussed the need to move forward with the tasks. Last evening, I directed David Ebersole to convene the work group that you identified Deb focused on incentives. **Ed - I believe David and I should tackle this together and ask county to respond trying to convene another work group is going to cause unnecessary delay. We will get the county's input as well but I'd like David and I to take a first crack at this as we will be thinking way out of the box.** I will direct Freddy to proceed with Grace on transportation. Joe, if I recall, you suggested pulling the RNC information for questions 8 and 9.

Whom do we need to address the workforce – labor market task and analysis? **CSU – Richie and Dr. Anglin; we can also get data from TNEO research team as well as Fed Reserve**

Importantly, we need to get Jacobs Group – Doug Miller, Westin Group - Asher and Doug Price in to identify what is needed from them. A directive to Michael Deemer to facilitate meeting tomorrow afternoon (Wed.). **I've already talked with Michael and he is ready to go as soon as I send a time for meeting Wednesday to bring Miller, Asher and Price together tomorrow afternoon. Let's just call it 1:30 at GCP offices and have the meeting. We will hold the meeting from 1:30 to 3:00 p.m. I will be asking our partners at TNEO (mary and Camille) to join us. We need them in the loop now – they are the key to state and JO funding**

What availability do each of you have tomorrow afternoon? Anytime between 1pm and 3pm? **I will book with Deemer**

Where? **We will host at GCP.**

I would include in the meeting invite the five of us on this email, Freddy, David, Ted Carter and Grace. Whom else should we have in this group? Joe Maranucci and Michael Deemer from DCA? **I will be asking our partners at TNEO (mary and Camille) to join us. We need them in the loop now – they are the key to state and JO funding – they have to be at table.**

Should we bring in Pace? He has offered to direct his architect to provide renderings of his dock 32 site as well as a rendering of the multi-modal / mixed use opportunity on East 9<sup>th</sup> Street. I will see Dick at 8:30am this am. I can direct him to put something together if you are comfortable with that. **No - we do not need Dick at this meeting. It will only cause confusion. We know his site is integral to demonstrating the full CBD picture and existing work underway that will complement the RFP response – but our key to success is getting Price, Miller and Asher committed and on same page. Other property owner meetings will be forthcoming.**



Anticipate your feedback. **Thanks Ed**

Ed

---

**From:** Janik, Debra [<mailto:DJanik@gcpartnership.com>]  
**Sent:** Monday, September 18, 2017 5:50 PM  
**To:** McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

We have our board meeting.

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(216) 592-2268 direct

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**From:** McCall, Valarie [<mailto:vmccall@city.cleveland.oh.us>]  
**Sent:** Monday, September 18, 2017 5:48 PM  
**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
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**From:** [Ebersole, David](#)  
**To:** [McCall, Valarie](#); [Janik, Debra](#); [Rybka, Edward](#)  
**Cc:** [Mary Cierebiej](#)  
**Subject:** RE: Conway NDA  
**Date:** Tuesday, September 19, 2017 2:32:44 PM  
**Attachments:** [Ebersole NDA Project Conway.pdf](#)

---

Here's my form. Thanks all  
David

---

**From:** McCall, Valarie  
**Sent:** Tuesday, September 19, 2017 1:24 PM  
**To:** Janik, Debra; Rybka, Edward; Ebersole, David  
**Cc:** Mary Cierebiej  
**Subject:** RE: Conway NDA  
**Importance:** High

Hi Team,

Please find the signed NDA forms Ed and myself.

Thanks,

Valarie

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**From:** [Rybka, Edward](#)  
**To:** [Ebersole, David](#)  
**Subject:** RE: Conway NDA  
**Date:** Tuesday, September 19, 2017 2:44:19 PM

---

You should have the maps from Deb. Review with Freddy.

---

**From:** Ebersole, David  
**Sent:** Tuesday, September 19, 2017 2:33 PM  
**To:** McCall, Valarie; Janik, Debra; Rybka, Edward  
**Cc:** Mary Cierebiej  
**Subject:** RE: Conway NDA

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**To:** Janik, Debra; Rybka, Edward; Ebersole, David  
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**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>;  
Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>  
**Cc:** Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>

**Subject:** Conway NDA

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**From:** [Ebersole, David](#)  
**To:** [Rybka, Edward](#)  
**Subject:** RE: Conway NDA  
**Date:** Tuesday, September 19, 2017 2:45:01 PM

---

I spoke with her a little earlier. I expect them soon.

---

**From:** Rybka, Edward  
**Sent:** Tuesday, September 19, 2017 2:44 PM  
**To:** Ebersole, David  
**Subject:** RE: Conway NDA

You should have the maps from Deb. Review with Freddy.

---

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**Sent:** Tuesday, September 19, 2017 2:33 PM  
**To:** McCall, Valarie; Janik, Debra; Rybka, Edward  
**Cc:** Mary Cierebiej  
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**Cc:** Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>

**Subject:** Conway NDA

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**From:** [Rybka, Edward](#)  
**To:** [McCall, Valarie](#)  
**Subject:** FW: Project Conway  
**Date:** Tuesday, September 19, 2017 2:45:22 PM  
**Importance:** High

---

I spoke with Deb. I suggested that you and I will speak for the city but that all should be present. We will then de-brief after the meeting with the developers.

---

**From:** Janik, Debra [mailto:[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)]  
**Sent:** Tuesday, September 19, 2017 2:16 PM  
**To:** Rybka, Edward  
**Cc:** McCall, Valarie  
**Subject:** RE: Project Conway  
**Importance:** High

Ed

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City, County, GCP, DCA, TNEO, property owners – this gets us to 15-16. We can follow up immediately with staff leadership and other partners.

Want to talk with you and Val to discuss. Give buzz as soon as you can.

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**From:** Rybka, Edward [mailto:[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)]  
**Sent:** Tuesday, September 19, 2017 8:25 AM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
**Subject:** RE: Project Conway

I would suggest Grace as well.

---

**From:** Janik, Debra [mailto:[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)]  
**Sent:** Tuesday, September 19, 2017 7:56 AM  
**To:** Rybka, Edward; McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe  
**Subject:** RE: Project Conway



Also add Ted to list – my oversight. apologies

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

---

**From:** Janik, Debra  
**Sent:** Tuesday, September 19, 2017 7:33 AM  
**To:** 'Rybka, Edward' <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
**Subject:** RE: Project Conway  
**Importance:** High

See below. I am sending Deemer and email now. We will host meeting at GCP. Again see my notes in green below.

In addition to property owners I suggested attendees:

McCall  
Rybka  
Carroll  
Roman  
Ebersole  
Janik  
Marinucci  
Deemer  
Mary Cierbiej/Camille Billups

This list is not a slight to anyone not being included. This needs to be as small a group as possible. A smaller group is key in my opinion in this first meeting – we need to get these 3 owners committed, set parameters of what we expect and try to lock them in to committing to a partnership. Once we get them locked in we can advance RFP for site details.

We cannot get into the weeds on transportation planning at this meeting.

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---

**From:** Rybka, Edward [<mailto:ERybka@city.cleveland.oh.us>]  
**Sent:** Tuesday, September 19, 2017 7:18 AM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
**Subject:** RE: Project Conway

Good Morning to all,

While we work through schedules (see below) to meet with the Mayor and the County Executive, Valarie and I discussed the need to move forward with the tasks. Last evening, I directed David Ebersole to convene the work group that you identified Deb focused on incentives. **Ed - I believe David and I should tackle this together and ask county to respond trying to convene another work group is going to cause unnecessary delay. We will get the county's input as well but I'd like David and I to take a first crack at this as we will be thinking way out of the box.** I will direct Freddy to proceed with Grace on transportation. Joe, if I recall, you suggested pulling the RNC information for questions 8 and 9.

Whom do we need to address the workforce – labor market task and analysis? **CSU – Richie and Dr. Anglin; we can also get data from TNEO research team as well as Fed Reserve**

Importantly, we need to get Jacobs Group – Doug Miller, Westin Group - Asher and Doug Price in to identify what is needed from them. A directive to Michael Deemer to facilitate meeting tomorrow afternoon (Wed.). **I've already talked with Michael and he is ready to go as soon as I send a time for meeting Wednesday to bring Miller, Asher and Price together tomorrow afternoon. Let's just call it 1:30 at GCP offices and have the meeting. We will hold the meeting from 1:30 to 3:00 p.m. I will be asking our partners at TNEO (mary and Camille) to join us. We need them in the loop now – they are the key to state and JO funding**

What availability do each of you have tomorrow afternoon? Anytime between 1pm and 3pm? **I will book with Deemer**

Where? **We will host at GCP.**

I would include in the meeting invite the five of us on this email, Freddy, David, Ted Carter and Grace. Whom else should we have in this group? Joe Maranucci and Michael Deemer from DCA? **I will be asking our partners at TNEO (mary and Camille) to join us. We need them in the loop now – they are the key to state and JO funding – they have to be at table.**

Should we bring in Pace? He has offered to direct his architect to provide renderings of his dock 32 site as well as a rendering of the multi-modal / mixed use opportunity on East 9<sup>th</sup> Street. I will see Dick at 8:30am this am. I can direct him to put something together if you are comfortable with that.

**No - we do not need Dick at this meeting. It will only cause confusion. We know his site is integral to demonstrating the full CBD picture and existing work underway that will complement the RFP response – but our key to success is getting Price, Miller and Asher committed and on same page. Other property owner meetings will be forthcoming.**

Anticipate your feedback. **Thanks Ed**

Ed

---

**From:** Janik, Debra [<mailto:DJanik@gcpartnership.com>]  
**Sent:** Monday, September 18, 2017 5:50 PM  
**To:** McCall, Valarie; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

We have our board meeting.

Deb Janik  
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Greater Cleveland Partnership  
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Cleveland, Ohio 44115  
(216) 592-2268 direct

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**From:** McCall, Valarie [<mailto:vmccall@city.cleveland.oh.us>]  
**Sent:** Monday, September 18, 2017 5:48 PM  
**To:** [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us); Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
**Subject:** Wednesday's Meeting

Hi Team,

I understand the CE cannot do 9:30 am, is 8 or 8:30 am an option? We can flip our cabinet meeting to start at 9:30 am.

***Valarie J. McCall***  
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Acting Chief of Communications  
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[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** [Rybka, Edward](#); [Roman, Joe](#)  
**Subject:** RE: Wednesday's Meeting  
**Date:** Tuesday, September 19, 2017 3:49:16 PM

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Are we locked in at 9:00 or 9:30?

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**From:** McCall, Valarie [<mailto:vmccall@city.cleveland.oh.us>]  
**Sent:** Tuesday, September 19, 2017 1:06 PM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)  
**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
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**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>  
**Subject:** RE: Wednesday's Meeting

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**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>  
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[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

**From:** [McCall, Valarie](#)  
**To:** [Lackey, Alexander](#); [Collier, Freddy](#); [Ebersole, David](#); [Grace Gallucci - NOACA\(GGallucci@mpo.noaca.org\)](#); [Janik, Debra\(DJanik@gcpartnership.com\)](#); [Ronald M Berkman](#); [Rybka, Edward](#); [Ted Carter](#); [jroman@gcpartnership.com](#); [mcarroll@cuyahogacounty.us](#); [sjordan@cuyahogacounty.us](#)  
**Subject:** Confirmed, Briefing with Mayor Jackson and Executive Budish regarding "Conway"  
**Date:** Tuesday, September 19, 2017 3:57:42 PM  
**Attachments:** [attachment.ics](#)

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**From:** [Roman, Joe](#)  
**To:** [McCall, Valarie](#)  
**Cc:** [Lackey, Alexander](#); [Collier, Freddy](#); [Ebersole, David](#); [Grace Gallucci - NOACA\(GGallucci@mpo.noaca.org\)](#); [Janik, Debra](#); [Ronald M Berkman](#); [Rybka, Edward](#); [Ted Carter](#); [mcarroll@cuyahogacounty.us](#); [sjordan@cuyahogacounty.us](#)  
**Subject:** Re: Confirmed, Briefing with Mayor Jackson and Executive Budish regarding "Conway"  
**Date:** Tuesday, September 19, 2017 4:11:46 PM

---

Won't be there. Sorry. Deb will attend

Sent from my iPhone

> On Sep 19, 2017, at 3:57 PM, McCall, Valarie <vmccall@city.cleveland.oh.us> wrote:

>

>

>

>

>

>

> <meeting.ics>



**From:** [Rybka, Edward](#)  
**To:** ["Janik, Debra"; McCall, Valarie; mcarroll@cuyahogacounty.us](#)  
**Cc:** [Roman, Joe](#)  
**Subject:** RE: Wednesday's Meeting  
**Date:** Tuesday, September 19, 2017 5:12:29 PM

---

9am

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**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Tuesday, September 19, 2017 3:49 PM  
**To:** McCall, Valarie; mcarroll@cuyahogacounty.us  
**Cc:** Rybka, Edward; Roman, Joe  
**Subject:** RE: Wednesday's Meeting

Are we locked in at 9:00 or 9:30?

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**Sent:** Tuesday, September 19, 2017 1:06 PM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; mcarroll@cuyahogacounty.us  
**Cc:** Rybka, Edward <ERybka@city.cleveland.oh.us>; Roman, Joe <JRoman@gcpartnership.com>  
**Subject:** RE: Wednesday's Meeting

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**Sent:** Monday, September 18, 2017 5:50 PM

**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; [mcarroll@cuyahogacounty.us](mailto:mcarroll@cuyahogacounty.us)

**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>

**Subject:** RE: Wednesday's Meeting

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**Cc:** Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>

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[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)

[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

**From:** [Ebersole, David](#)  
**To:** [Collier, Freddy](#); [McCall, Valarie](#); [Rybka, Edward](#); [Lackey, Alexander](#)  
**Subject:** Project Conway - Talking Points  
**Date:** Tuesday, September 19, 2017 5:40:43 PM  
**Attachments:** [image001.png](#)  
[TALKING POINTS - Project Conway.docx](#)

---

Per our discussion earlier this afternoon, I've prepared the following talking points/summary of where we have gotten since we last spoke with the Mayor & Executive. I think this can form the basis for our discussion tomorrow, but welcome any additions or modifications that you think are important.

David

David Ebersole  
Interim Director  
Department of Economic Development  
601 Lakeside Ave. E.  
City Hall – Room 210  
Cleveland, OH 44114  
(p) 216-664-2204  
[debersole@city.cleveland.oh.us](mailto:debersole@city.cleveland.oh.us)  
[rethinkcleveland.org](http://rethinkcleveland.org)



**From:** [Sharon Jordan](#)  
**To:** [Roman, Joe](#)  
**Cc:** [McCall, Valarie](#); [Lackey, Alexander](#); [Collier, Freddy](#); [Ebersole, David](#); [Grace Gallucci - NOACA\(GGallucci@mpo.noaca.org\)](#); [Janik, Debra](#); [Ronald M Berkman](#); [Rybka, Edward](#); [Theodore Carter](#); [Michael Carroll](#)  
**Subject:** Re: Confirmed, Briefing with Mayor Jackson and Executive Budish regarding "Conway"  
**Date:** Tuesday, September 19, 2017 10:54:38 PM

---

I'm in Columbus tomorrow but Matt and Ted will be there. We all talked today and are in the same page. Thanks.

Sharon Sobol Jordan

> On Sep 19, 2017, at 4:11 PM, Roman, Joe <JRoman@gcpartnership.com> wrote:

>

> Won't be there. Sorry. Deb will attend

>

> Sent from my iPhone

>

>> On Sep 19, 2017, at 3:57 PM, McCall, Valarie <vmccall@city.cleveland.oh.us> wrote:

>>

>>

>>

>>

>>

>>

>> <meeting.ics>

**From:** [McCall, Valarie](#)  
**To:** [Roman, Joe](#)  
**Cc:** [Lackey, Alexander](#); [Collier, Freddy](#); [Ebersole, David](#); [Grace Gallucci - NOACA\(GGallucci@mpo.noaca.org\)](#); [Janik, Debra](#); [Ronald M Berkman](#); [Rybka, Edward](#); [Ted Carter](#); [mcarroll@cuyahogacounty.us](#); [sjordan@cuyahogacounty.us](#)  
**Subject:** Re: Confirmed, Briefing with Mayor Jackson and Executive Budish regarding "Conway"  
**Date:** Wednesday, September 20, 2017 1:29:43 AM

---

Understood

Sent from my iPhone

> On Sep 19, 2017, at 4:11 PM, Roman, Joe <JRoman@gcpartnership.com> wrote:

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>>

>>

>>

>>

>>

>>

>> <meeting.ics>

**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Clerebief](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#)  
**Subject:** Project Conway Deal Team Meeting  
**Date:** Thursday, September 21, 2017 1:25:35 PM  
**Attachments:** [attachment.ics](#)

---

Task Team Updates; Next Steps

**From:** [Janik, Debra](#)  
**To:** [vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us); [Rybka, Edward](#); [debersole@city.cleveland.oh.us](mailto:debersole@city.cleveland.oh.us); [fcollier@city.cleveland.oh.us](mailto:fcollier@city.cleveland.oh.us); [alackey@city.cleveland.oh.us](mailto:alackey@city.cleveland.oh.us); [ronald.berkman@csuohio.edu](mailto:ronald.berkman@csuohio.edu); [r.pilparinen@csuohio.edu](mailto:r.pilparinen@csuohio.edu); [r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [mpcarroll@cuyahogacounty.us](mailto:mpcarroll@cuyahogacounty.us); [tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us); [jmarinucci@downtowncleveland.com](mailto:jmarinucci@downtowncleveland.com); [mdeemer@downtowncleveland.com](mailto:mdeemer@downtowncleveland.com); [Roman, Joe](#); [Adamus, Vince](#); [Urban, Chris](#); [GGallucci@mpo.noaca.org](mailto:GGallucci@mpo.noaca.org); [mcierebiej@teamneo.org](mailto:mcierebiej@teamneo.org); [William Koehler](#); [cbillups@teamneo.org](mailto:cbillups@teamneo.org); [jforan@teamneo.org](mailto:jforan@teamneo.org)  
**Subject:** Project Conway Deal Team Partners Documents  
**Date:** Friday, September 22, 2017 11:05:32 AM  
**Attachments:** [Project Conway Key Dates and Criteria.pdf](#)  
[Project Conway Work Plan.pdf](#)  
[Deal Team Partners Contact .pdf](#)

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Attached are 3 documents.

Attachment 1 – Key Dates and Criteria

Attachment 2 – Work Plan Assignments, Task Leaders

Attachment 3 – Contact Information (please complete where necessary and forward to my attention)

Document Portal:

I have established a Project Conway drop box portal. The next email you receive will be inviting you to the Portal. You will note that the workplan tasks each have their own folders. If you want to invite additional parties to the portal – please let either Chris Urban or I know and we will send out invites.

Thank you.

Deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

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**Subject:** Project Conway Drop Box Portal  
**Date:** Friday, September 22, 2017 11:16:34 AM

---

Link to Drop Box Folders for Project Conway.

**TRADESECRET-RFPBID**

Deb Janik  
Sr. Vice President  
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**From:** Janik, Debra  
**Sent:** Friday, September 22, 2017 11:05 AM  
**To:** 'vmccall@city.cleveland.oh.us' <vmccall@city.cleveland.oh.us>; 'Rybka, Edward' <ERybka@city.cleveland.oh.us>; 'debersole@city.cleveland.oh.us' <debersole@city.cleveland.oh.us>; 'fcollier@city.cleveland.oh.us' <fcollier@city.cleveland.oh.us>; 'alackey@city.cleveland.oh.us' <alackey@city.cleveland.oh.us>; 'ronald.berkman@csuohio.edu' <ronald.berkman@csuohio.edu>; 'r.piiparinen@csuohio.edu' <r.piiparinen@csuohio.edu>; 'r.anglin@csuohio.edu' <r.anglin@csuohio.edu>; 'sjordan@cuyahogacounty.us' <sjordan@cuyahogacounty.us>; 'mpcarroll@cuyahogacounty.us' <mpcarroll@cuyahogacounty.us>; 'tcarter@cuyahogacounty.us' <tcarter@cuyahogacounty.us>; 'jmarinucci@downtowncleveland.com' <jmarinucci@downtowncleveland.com>; 'mdeemer@downtowncleveland.com' <mdeemer@downtowncleveland.com>; Roman, Joe <JRoman@gcpartnership.com>; Adamus, Vince <VAdamus@gcpartnership.com>; Urban, Chris <CUrban@gcpartnership.com>; 'GGallucci@mpo.noaca.org' <GGallucci@mpo.noaca.org>; 'mcierebiej@teamneo.org' <mcierebiej@teamneo.org>; William Koehler <wkoehler@TeamNEO.org>; 'cbillups@teamneo.org' <cbillups@teamneo.org>; 'jforan@teamneo.org' <jforan@teamneo.org>  
**Subject:** Project Conway Deal Team Partners Documents

Attached are 3 documents.

Attachment 1 – Key Dates and Criteria

Attachment 2 – Work Plan Assignments, Task Leaders

Attachment 3 – Contact Information (please complete where necessary and forward to my attention)



Document Portal:

I have established a Project Conway drop box portal. The next email you receive will be inviting you to the Portal. You will note that the workplan tasks each have their own folders. If you want to invite additional parties to the portal – please let either Chris Urban or I know and we will send out invites.

Thank you.

Deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [Ebersole, David](#)  
**To:** [McCall, Valarie](#); [Janik, Debra](#)  
**Cc:** [GGalluccci@mpo.noaca.org](mailto:GGalluccci@mpo.noaca.org); [Theodore Carter](#); [Collier, Freddy](#); [r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu); [Rybka, Edward](#)  
**Subject:** RE: Nominations for Amazon HQ 2.0 location  
**Date:** Friday, September 22, 2017 4:25:44 PM

---

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They have issued an RFI to their development community. I plan to review it over the weekend and maybe we can spend a few minutes on Monday if there's something worthwhile gleaned from it.

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**To:** Janik, Debra  
**Cc:** [GGalluccci@mpo.noaca.org](mailto:GGalluccci@mpo.noaca.org); [Theodore Carter](#); [Ebersole, David](#); [Collier, Freddy](#); [r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu)  
**Subject:** Re: Nominations for Amazon HQ 2.0 location

Awesome!!!!

***Valarie J. McCall***

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**From:** McCall, Valarie [<mailto:vmccall@city.cleveland.oh.us>]

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**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; [GGalluccci@mpo.noaca.org](mailto:GGalluccci@mpo.noaca.org); Theodore Carter <[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)>; Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>; Collier, Freddy <[FCollier@city.cleveland.oh.us](mailto:FCollier@city.cleveland.oh.us)>; [r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu)

**Subject:** Re: Nominations for Amazon HQ 2.0 location

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**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; Valarie J. McCall ([vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)) <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; David Ebersole <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>; [GGalluccci@mpo.noaca.org](mailto:GGalluccci@mpo.noaca.org); Freddy L. Collier <[FCollier@city.cleveland.oh.us](mailto:FCollier@city.cleveland.oh.us)>

**Cc:** [r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu); Paul Herdeg <[PHerdeg@cuyahogacounty.us](mailto:PHerdeg@cuyahogacounty.us)>

**Subject:** FW: Nominations for Amazon HQ 2.0 location

Team – someone from our team should be on this call to listen in and get mkt intel – this is a sales effort by REMI to pitch their model which is very effective. Thoughts welcome!

Ted Carter  
Chief Economic Development & Business Officer  
Office of Cuyahoga County Executive Armond Budish  
2079 East 9<sup>th</sup> Street, 7<sup>th</sup> Floor | Cleveland, OH 44115  
Phone: 216-443-7275 (Office)  
[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)

---

**From:** Peter Evangelakis [<mailto:info@remi.com>]  
**Sent:** Thursday, September 21, 2017 6:18 PM  
**To:** Theodore Carter <[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)>  
**Subject:** Nominations for Amazon HQ 2.0 location

Dear Theodore,

In advance of tomorrow's webinar on Amazon's HQ 2.0, we're asking for nominations for candidate cities for the headquarters location. If you are interested, please nominate a city and give a one-sentence reason for the location by clicking [here](#).

If you haven't registered yet for the webinar, you can still sign up by [here](#).

We will display the top 5 nominees during the presentation, and we will follow up with an online survey so attendees can pick their favorite nominee. Please join us and learn the top locations!

Cheers,

*Peter Evangelakis, Ph.D.*  
*Economist*  
**REMI**  
433 West Street  
Amherst, MA 01002  
Main: 413-549-1169  
Fax 413-549-1038  
[peter.evangelakis@remi.com](mailto:peter.evangelakis@remi.com)  
[www.remi.com](http://www.remi.com)

Washington, D.C. Office  
1717 K Street NW  
Suite 900  
Washington, DC 20006  
Main: 202-469-7861  
If you no longer wish to receive mailings from REMI, please

follow [this link](#) and we will respect your wishes.

**From:** [McCall, Valarie](#)  
**To:** [Ronald M Berkman](#); [Deb Janik](#); [Rybka, Edward](#)  
**Cc:** [Margaret McGrath \(mmcgrath@clevelandn.org\)](#); [Roland V Anglin](#)  
**Subject:** Re: Amazon RFP Write Up Draft  
**Date:** Friday, September 22, 2017 7:14:03 PM

---

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Deb, can you please review the e-mails below and advise if GCP has this info and if not, are you ok with Margaret reaching out to TeamNeo for the info?

Thanks!!!

Valarie

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Sent from my iPhone 

On Sep 22, 2017, at 4:50 PM, Ronald M Berkman <[ronald.berkman@csuohio.edu](mailto:ronald.berkman@csuohio.edu)> wrote:

I'm forwarding your note to Valarie . I don't think there should be a problem , but let me run it past her

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**From:** Margaret McGrath [<mailto:mmcgrath@clevelandn.org>]  
**Sent:** Friday, September 22, 2017 4:46 PM  
**To:** Ronald M Berkman  
**Subject:** RE: Amazon RFP Write Up Draft

Dr. Berkman,

TeamNEO has all of that information as they used it to compile the reports. I would like to reach out to them, with permission, to give us more specifically what you outline below. Would that be alright?

Have a nice weekend,

Maggie

---

**From:** Ronald M Berkman [<mailto:ronald.berkman@csuohio.edu>]

**Sent:** Friday, September 22, 2017 4:37 PM

**To:** Margaret McGrath

**Subject:** FW: Amazon RFP Write Up Draft

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<image001.jpg>

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**From:** Margaret McGrath [<mailto:mmcgrath@clevefdn.org>]

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**To:** Shane C Connor

**Subject:** Amazon RFP Write Up Draft

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Warmly,  
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**Subject:** Re: Nominations for Amazon HQ 2.0 location  
**Date:** Friday, September 22, 2017 7:15:39 PM

---

Thanks David!

***Valarie J. McCall***

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Team – someone from our team should be  
on this call to listen in and get mkt intel –  
this is a sales effort by REMI to pitch their  
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Ted Carter  
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Cheers,

*Peter Evangelakis, Ph.D.*  
*Economist*

**REMI**

433 West Street  
Amherst, MA 01002  
Main: 413-549-1169  
Fax 413-549-1038  
[peter.evangelakis@remi.com](mailto:peter.evangelakis@remi.com)  
[www.remi.com](http://www.remi.com)

Washington, D.C. Office  
1717 K Street NW  
Suite 900  
Washington, DC 20006  
Main: 202-469-7861

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**Cc:** [McCall, Valarie](#); [Rybka, Edward](#); [Margaret McGrath \(mmcgrath@clevelandfdn.org\)](#); [Roland V Anglin](#)  
**Subject:** RE: Amazon RFP Write Up Draft  
**Date:** Monday, September 25, 2017 6:24:55 AM

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Thank you Dr. Berkman. See you later today.

Deb Janik  
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**From:** Ronald M Berkman [mailto:[ronald.berkman@csuohio.edu](mailto:ronald.berkman@csuohio.edu)]  
**Sent:** Sunday, September 24, 2017 9:49 PM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Margaret McGrath ([mmcgrath@clevelandfdn.org](mailto:mmcgrath@clevelandfdn.org)) <[mmcgrath@clevelandfdn.org](mailto:mmcgrath@clevelandfdn.org)>; Roland V Anglin <[r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu)>  
**Subject:** Re: Amazon RFP Write Up Draft

We were waiting for a go ahead. We will try to get the data on Monday and weave a draft narrative around it. I would like to present University site plan on Monday

On Sep 24, 2017, at 8:33 PM, Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)> wrote:

Thanks for note. Yes of course please reach out directly to Jacob Duritsky at TNEO. GCP regularly communicates with Jacob and his team for this type of research but for the most up to date info best to get right from him and the team. Let me know how I can assist.

Sent from my iPad

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**Cc:** [William Koehler](#)  
**Subject:** RE: Project Conway Deal Team Meeting  
**Date:** Monday, September 25, 2017 6:34:03 AM

---

Looking forward to seeing you all at 2:00 today at the County HQ facility. If you plan on having additional task team members joining you at meeting today – please let Matt and I know to insure we have proper seating.

Thanks everyone

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

-----Original Appointment-----

**From:** Janik, Debra  
**Sent:** Thursday, September 21, 2017 1:24 PM  
**To:** Janik, Debra; McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; ALackey@city.cleveland.oh.us; sjordan@cuyahogacounty.us  
**Cc:** William Koehler  
**Subject:** Project Conway Deal Team Meeting  
**When:** Monday, September 25, 2017 2:00 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** County HQ Building - 8th Floor

Task Team Updates; Next Steps

**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [Joe Marinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#)  
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**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [Joe Marinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#)  
**Cc:** [William Koehler](#); [Chas Withers](#)  
**Subject:** RE: Project Conway Deal Team Meeting  
**Date:** Monday, September 25, 2017 12:29:47 PM  
**Attachments:** [PROJECT CONWAY Agenday 92517.docx](#)

---

Proposed Agenda for today

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

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**To:** Janik, Debra; McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; ALackey@city.cleveland.oh.us; sjordan@cuyahogacounty.us  
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**Subject:** Project Conway Deal Team Meeting  
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Task Team Updates; Next Steps

**From:** [McCall, Valarie](#)  
**To:** [Janik, Debra](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [Lackey, Alexander](#); [sjordan@cuyahogacounty.us](#)  
**Cc:** [William Koehler](#); [Chas Withers](#)  
**Subject:** RE: Project Conway Deal Team Meeting  
**Date:** Monday, September 25, 2017 12:51:09 PM

---

Looks good to me. See you soon.

***Valarie J. McCall***

Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
Cleveland City Hall  
[601 Lakeside Avenue, Room 202](#)  
[Cleveland, OH 44114](#)  
Office: [216.664.3544](#)  
Fax: [216.420.7713](#)  
iPhone: [216.857.7360](#)  
[vmccall@city.cleveland.oh.us](#)  
[www.cleveland-oh.gov](#)

---

**From:** Janik, Debra [mailto:[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)]  
**Sent:** Monday, September 25, 2017 12:30 PM  
**To:** McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>; Collier, Freddy <[FCollier@city.cleveland.oh.us](mailto:FCollier@city.cleveland.oh.us)>; Matt Carroll <[mpcarroll@cuyahogacounty.us](mailto:mpcarroll@cuyahogacounty.us)>; 'tcarter@cuyahogacounty.us' <[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)>; Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>; Camille Billups <[CBillups@TeamNEO.org](mailto:CBillups@TeamNEO.org)>; Joe Marinucci <[jmarinucci@downtowncleveland.com](mailto:jmarinucci@downtowncleveland.com)>; Michael Deemer <[mdeemer@downtowncleveland.com](mailto:mdeemer@downtowncleveland.com)>; 'Grace Gallucci' <[GGallucci@mpo.noaca.org](mailto:GGallucci@mpo.noaca.org)>; Roland V Anglin <[r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu)>; Jay Foran <[JForan@TeamNEO.org](mailto:JForan@TeamNEO.org)>; Urban, Chris <[CUrban@gcpartnership.com](mailto:CUrban@gcpartnership.com)>; Roman, Joe <[JRoman@gcpartnership.com](mailto:JRoman@gcpartnership.com)>; Ronald M Berkman <[ronald.berkman@csuohio.edu](mailto:ronald.berkman@csuohio.edu)>; Lackey, Alexander <[ALackey@city.cleveland.oh.us](mailto:ALackey@city.cleveland.oh.us)>; [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us)  
**Cc:** William Koehler <[wkoehler@TeamNEO.org](mailto:wkoehler@TeamNEO.org)>; Chas Withers <[Cwithers@dix-eaton.com](mailto:Cwithers@dix-eaton.com)>  
**Subject:** RE: Project Conway Deal Team Meeting

Proposed Agenda for today

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Sr. Vice President  
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Task Team Updates; Next Steps

**From:** [Janik, Debra](#)  
**To:** [Joe Marinucci](#); [Michael Deemer](#); [Urban, Chris](#)  
**Cc:** [Collier, Freddy](#); [Rybka, Edward](#)  
**Subject:** Project Conway, Site and Site information Task Team Members  
**Date:** Wednesday, September 27, 2017 6:46:19 AM  
**Importance:** High

---

Joe, Michael and Chris

Checking in on site and site information task team work underway. Chris is working on map overlay creation post our meeting on Monday. He will create overlay maps starting with a centric presentation and focus on the Jacobs, Weston and K&D properties as discussed with transit epicenter at Tower City as key driver. In addition, Chris has adjusted the maps to reflect discussion on proximity and inclusion of surrounding neighborhood district sites extending to West Bank Flats and Lakefront Development prospects.

A second map demonstrating proximity to the BRT spine from 9<sup>th</sup> to UCI will also be created. In it we will identify strengths of 925 Facility to proposed Conway University Site, Midtown and highlight availability of land and facilities through to Greater Univ. Circle. This map will be utilized likely as an additional information piece in the appendices but may also end up with some highlights in text box.

Freddy – please update group on write up for zoning, amenities in district for transit etc.

Ed – please update as to where we stand on utility analysis and support – and city's support position on micro-grid.

Copying Alex as well to keep information gathering moving.

Remember all of this needs to boil down into 3-4 pages total of the 15 page response. Appendices are our friends.

In addition, Pat Kelly at First Energy and his team have to use a unique mapping tool as part of our proposal that can highlight strength of sites and potential development opportunities in unique fashion. *Chris and Michael* – I am connecting you to Pat and Carol Haines at First Energy – I need you to reach out to them and discuss whether or not their IT tool can be of benefit to the process. Need that connection made today. Links below demonstrate how the tool works.

<http://arcg.is/1WKy1X>

<http://arcg.is/0euT8b>

<https://arcg.is/4Cier>

Any questions – let me know – looking forward to seeing first drafts by end of day.

deb

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**From:** [Collier, Freddy](#)  
**To:** [Janik, Debra](#)  
**Cc:** [Joe Marinucci](#); [Michael Deemer](#); [Urban, Chris](#); [Rybka, Edward](#); [Collier, Freddy](#); [Freddy Collier](#)  
**Subject:** Re: Project Conway, Site and Site Information Task Team Members  
**Date:** Wednesday, September 27, 2017 7:53:37 AM

---

Hi Deb,

**Zoning:**

With respect to zoning, I will be working on what the current and future zoning is for the Central Business District is and what we are currently doing to increase the ability of investor interest to be more liberal and provide easier process time. In addition, the use of zoning to promote and encourage walkable mixed use neighborhoods. Example of zoning tools include (urban core overlay) used for Weston proposals to promote built form and reduce process time while making the process more transparent. I will write about merits of this. (Internal)

**Amenities:**

I have a presentation that i did on downtown that I will pull from that helps to frame Downtown as a neighborhood that includes living downtown, working downtown, learning, and playing downtown all representing downtowns growth as a neighborhood. I will run by Joe and we can utilize what is relevant. (Will connect with Joe)

**Mapping:**

Let Chris know we have map layers already and they were shared at previous meetings. They include several of the sites with Weston and Jacobs and some of the other areas. The layers show proximity of the Central business district (downtown neighborhood) to regional assets and amenities such as the Lakefront and riverfront, Airports (Burke and Hopkins) University Circle, entertainment districts within the city, Towpath Trail, metro-parks system, and key investments in downtown.

**Transportation:**

Transportation needs to be shown as linking to the Amenities listed above. We will show linkages to the region and linkages to assets within the downtown. downtown transit amenities layers (Rail, BRT, and TOD and loop bus system), bike layers, transit stations, highway systems. We can share this and we can provide layers for this given those layers have already been created and could be added to what Chris has. (Will connect with Grace)

In addition to providing brief narrative on each item above I will provide photos/images

This is my approach at this point.

The spreadsheet provided is a great way to frame the items so that the document can read like a booklet with chapters telling our story. This can also be easily translated into an audio visual presentation. We should provide a written and perhaps a visual presentation as a product.

We are working

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**From:** [Janik, Debra](#)  
**To:** [Collier, Freddy](#)  
**Cc:** [Joe Marinucci](#); [Michael Deemer](#); [Urban, Chris](#); [Rybka, Edward](#); [Freddy Collier](#)  
**Subject:** RE: Project Conway, Site and Site information Task Team Members  
**Date:** Wednesday, September 27, 2017 8:26:43 AM

---

Thanks Freddy! Chris is copied so he will connect with you directly. Appreciate response and glad your back from DC

Deb Janik  
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**Sent:** Wednesday, September 27, 2017 7:54 AM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>  
**Cc:** Joe Marinucci <[jmarinucci@downtowncleveland.com](mailto:jmarinucci@downtowncleveland.com)>; Michael Deemer <[mdeemer@downtowncleveland.com](mailto:mdeemer@downtowncleveland.com)>; Urban, Chris <[CUrban@gcpartnership.com](mailto:CUrban@gcpartnership.com)>; Rybka, Edward <[ERYbka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Collier, Freddy <[FCollier@city.cleveland.oh.us](mailto:FCollier@city.cleveland.oh.us)>; Freddy Collier <[fcollier@outlook.com](mailto:fcollier@outlook.com)>  
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**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.pilparinen@csuohio.edu](#); [William Koehler](#); [mstanton@teamneo.org](#); [JacobDuritsky](#)  
**Cc:** [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** RE: Project Conway Deal Team Meeting  
**Date:** Wednesday, September 27, 2017 9:37:42 AM

---

Thank you all in advance for what I know is a great deal of work churning in the system to assist us in delivering our RFP for Project Conway. Please populate the Drop Box folders with data and information as you continue your efforts. This is especially important to our partners at Dix and Eaton. I encourage you not to wait to populate the files until first draft write-ups are completed. If there are maps, site details, photos, quality of life information, labor wage, transit info – anything that can be provided now please do so.

I will be sending an outlook invite later this morning to hold our next full deal team partners meeting on Monday, October 2, 2017 again from 2:00 – 5:00 p.m. GCP will host the meeting at our offices. We had discussed potentially having a meeting this Friday but given the tremendous amount of work underway by the individual task teams I do recommend reconvening Monday afternoon.

If you plan on bringing additional team members please let me now so I can account for space accordingly. At this time the meeting will be held in the Shatten Board Room.

Any questions or concerns please let me know. Thanks again.

deb

Deb Janik  
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**Where:** County HQ Building - 8th Floor

Task Team Updates; Next Steps

**From:** [Jay Foran](#)  
**To:** [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Urban, Chris](#); [Roman, Joe](#); [RonaldM Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#)  
**Cc:** [William Koehler](#); [Chas Withers](#); [Gregg LaBar](#)  
**Subject:** Amazon and Jeff Bezos Intel  
**Date:** Wednesday, September 27, 2017 9:42:56 AM  
**Attachments:** **TRADE SECRET**

---

Some intel assembled by Milind Paranjape of JobsOhio regarding Amazon and Jeff Bezos. This insight might be helpful as you develop and tailor content for your proposals. It could be useful to align language/terminology and provide some insight into their company strategy. Encourage you to scroll through and review.

For example, here is one extract from Jeff Bezos' comments in 2013 regarding an urban campus.

**TRADE SECRET**

[REDACTED]

**Jay P. Foran** | Senior Vice President | Team Northeast Ohio  
1111 Superior Avenue, Suite 1600 | Cleveland, OH 44114  
Office 216.363.5407 | Mobile 216.214.1739 | [jforan@teamneo.org](mailto:jforan@teamneo.org)  
[teamneo.org](http://teamneo.org) | [clevelandplusbusiness.com](http://clevelandplusbusiness.com) | [clevelandplusliving.com](http://clevelandplusliving.com)  
**Follow us on:** [Twitter](#) | [Facebook](#) | [YouTube](#) | [LinkedIn](#) | [Pinterest](#) | [Instagram](#)



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**Cc:** [William Koehler](#); [Chas Withers](#); [Gregg LaBar](#)  
**Subject:** RE: Amazon and Jeff Bezos Intel  
**Date:** Wednesday, September 27, 2017 9:45:42 AM

---

Thank you jay

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

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Cleveland, Ohio 44115  
(216) 592-2268 direct

---

**From:** Jay Foran [mailto:JForan@TeamNEO.org]  
**Sent:** Wednesday, September 27, 2017 9:43 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; Rybka, Edward <ERybka@city.cleveland.oh.us>; Ebersole, David <DEbersole@city.cleveland.oh.us>; Collier, Freddy <FCollier@city.cleveland.oh.us>; Matt Carroll <mpcarroll@cuyahogacounty.us>; 'tcarter@cuyahogacounty.us' <tcarter@cuyahogacounty.us>; Mary Cierebiej <MCierebiej@TeamNEO.org>; Camille Billups <CBillups@TeamNEO.org>; Joe Marinucci <jmarinucci@downtowncleveland.com>; Michael Deemer <mdeemer@downtowncleveland.com>; 'Grace Gallucci' <GGallucci@mpo.noaca.org>; Roland V Anglin <r.anglin@csuohio.edu>; Urban, Chris <CUrban@gcpartnership.com>; Roman, Joe <JRoman@gcpartnership.com>; Ronald M Berkman <ronald.berkman@csuohio.edu>; ALackey@city.cleveland.oh.us; sjordan@cuyahogacounty.us  
**Cc:** William Koehler <wkoehler@TeamNEO.org>; Chas Withers <Cwithers@dix-eaton.com>; Gregg LaBar <Glabar@dix-eaton.com>  
**Subject:** Amazon and Jeff Bezos Intel

Some intel assembled by Milind Paranjape of JobsOhio regarding Amazon and Jeff Bezos. This insight might be helpful as you develop and tailor content for your proposals. It could be useful to align language/terminology and provide some insight into their company strategy. Encourage you to scroll through and review.

For example, here is one extract from Jeff Bezos' comments in 2013 regarding an urban campus.

**TRADE SECRET**  
[REDACTED]

TRADE SECRET

**Jay P. Foran** | Senior Vice President | Team Northeast Ohio

1111 Superior Avenue, Suite 1600 | Cleveland, OH 44114

Office 216.363.5407 | Mobile 216.214.1739 | [jforan@teamneo.org](mailto:jforan@teamneo.org)

[teamneo.org](http://teamneo.org) | [clevelandplusbusiness.com](http://clevelandplusbusiness.com) | [clevelandplusliving.com](http://clevelandplusliving.com)

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**From:** [Grace Gallucci](#)  
**To:** [Collier, Freddy](#); [Janik, Debra](#)  
**Cc:** [Joe Marinucci](#); [Michael Deemer](#); [Urban, Chris](#); [Rybka, Edward](#); [Collier, Freddy](#); [Freddy Collier](#)  
**Subject:** Re: Project Conway, Site and Site Information Task Team Members  
**Date:** Wednesday, September 27, 2017 9:57:51 AM

---

We have already mapped the transportation points you reference on a large scale (regional access and MSA) and on a smaller scale (downtown, near west side and University Circle). We are fine tuning today and can add any amenity or other points.

grace

Grace Gallucci  
Executive Director  
NOACA  
1299 Superior Ave E  
Cleveland, OH 44114  
216.241.2414 ext. 100  
ggallucci@mpo.noaca.org  
From: Collier, Freddy  
Sent: Wednesday, September 27, 2017 7:52 AM  
To: Janik, Debra  
Cc: Joe Marinucci; Michael Deemer; Urban, Chris; Rybka, Edward; Collier, Freddy; Freddy Collier  
Subject: Re: Project Conway, Site and Site information Task Team Members

Hi Deb,

**Zoning:**  
With respect to zoning, I will be working on what the current and future zoning is for the Central Business District is and what we are currently doing to increase the ability of investor interest to be more liberal and provide easier process time. In addition, the use of zoning to promote and encourage walkable mixed use neighborhoods. Example of zoning tools include (urban core overlay) used for Weston proposals to promote built form and reduce process time while making the process more transparent. I will write about merits of this. (Internal)

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In addition to providing brief narrative on each item above I will provide photos/images

This is my approach at this point.

The spreadsheet provided is a great way to frame the items so that the document can read like a booklet with chapters telling our story. This can also be easily translated into an audio visual presentation. We should provide a written and perhaps a visual presentation as a product.

We are working

Sent from my iPhone

On Sep 27, 2017, at 6:46 AM, Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)<<mailto:DJanik@gcpartnership.com>>> wrote:

Joe, Michael and Chris

Checking in on site and site information task team work underway. Chris is working on map overlay creation post our meeting on Monday. He will create overlay maps starting with a centric presentation and focus on the Jacobs, Weston and K&D properties as discussed with transit epicenter at Tower City as key driver. In addition, Chris has adjusted the maps to reflect discussion on proximity and inclusion of surrounding neighborhood district sites extending to West Bank Flats and Lakefront Development prospects.

A second map demonstrating proximity to the BRT spine from 9th to UCI will also be created. In it we will identify strengths of 925 Facility to proposed Conway University Site, Midtown and highlight availability of land and facilities through to Greater Univ. Circle. This map will be utilized likely as an additional information piece in the appendices but may also end up with some highlights in text box.

Freddy – please update group on write up for zoning, amenities in district for transit etc.  
Ed – please update as to where we stand on utility analysis and support – and city’s support position on micro-grid.  
Copying Alex as well to keep information gathering moving.

Remember all of this needs to boil down into 3-4 pages total of the 15 page response. Appendices are our friends.

In addition, Pat Kelly at First Energy and his team have to use a unique mapping tool as part of our proposal that can highlight strength of sites and potential development opportunities in unique fashion. Chris and Michael – I am connecting you to Pat and Carol Haines at First Energy – I need you to reach out to them and discuss whether or not their IT tool can be of benefit to the process. Need that connection made today. Links below demonstrate how the tool works.

<http://arcg.is/1WKy1X><[http://secure-web.cisco.com/1h0tuAKSIaStyHPCAMiol\\_WwSvomnD0-I-MXm8UB2bGmV7sM5CioQjbbPRij6vstwWpRjGh4HUXglgSg3kMeBgdtelusE\\_JXG166fGVsFSBh2iUAmvX7r\\_zjkH9mJWowudzvjfiurEVMQhkr1DwKO-F0CiruU7nteQYqKqQ\\_mHbRRfKwqH8Z5cohh6QxR5QKCOsY9cA-\\_tw-Oio5MEouUgh04EZ3wuUPMqIP\\_bNeYjRtSG-etgG0UfAtndmpWRaM9Se54ZtZtH08Ak1WtMSuFn-L3GogGPVD2AnixeJZDNywyCyqMwW18gxjBRslbCmpUkHNz5gmjKpLJL\\_Cj6dOaZsSI2ML\\_8ql3W2ywhGecOEC\\_KIPyisl6xgGfaAe5Nnen-VmExLW60wSudaD4USh37pD9jwiGKWNnl/http%3A%2F%2Farcg.is%2F1WKy1X](http://secure-web.cisco.com/1h0tuAKSIaStyHPCAMiol_WwSvomnD0-I-MXm8UB2bGmV7sM5CioQjbbPRij6vstwWpRjGh4HUXglgSg3kMeBgdtelusE_JXG166fGVsFSBh2iUAmvX7r_zjkH9mJWowudzvjfiurEVMQhkr1DwKO-F0CiruU7nteQYqKqQ_mHbRRfKwqH8Z5cohh6QxR5QKCOsY9cA-_tw-Oio5MEouUgh04EZ3wuUPMqIP_bNeYjRtSG-etgG0UfAtndmpWRaM9Se54ZtZtH08Ak1WtMSuFn-L3GogGPVD2AnixeJZDNywyCyqMwW18gxjBRslbCmpUkHNz5gmjKpLJL_Cj6dOaZsSI2ML_8ql3W2ywhGecOEC_KIPyisl6xgGfaAe5Nnen-VmExLW60wSudaD4USh37pD9jwiGKWNnl/http%3A%2F%2Farcg.is%2F1WKy1X)>

<http://arcg.is/0euT8b><[http://secure-web.cisco.com/1Y7k3K\\_O9m8dXZXVJOLmGrOkxHVGUSJN-LkDaikCL4hqwLZ03e8KJhZpUGuHyw-Zurp5iG72svchbx6rokU1qAPQTKuf728E\\_Xcbztwj0LYtDufgwNOahxD-gBRzmd9bi\\_uHg64M8vjE\\_JGa8clwflRXWBvbyteDdh9jxJMRpdsCaAiTxpX37DQdE4NwAXYWRqzgylenNojoc2sg7LSAYkpUZBtM1WiefUQwrHY9uGYfzmrheJAC1A6MR9ITrJL1ocEGijJaF0SzReLAB\\_odd4kW3OioXC-xQL6JSUC9TSqPqynPxzBAuqxSCwginWW0jqa0bPQ-XlvUQr0BiZ\\_0nnhYrsRG9Nlj5fYfYGGGBhaPcpusSQ-Zi48thVipsLgu0fEMgzfVHnwI80HTAp1aonbcVVqCA7DqURNiuR-78yg/http%3A%2F%2Farcg.is%2F0euT8b](http://secure-web.cisco.com/1Y7k3K_O9m8dXZXVJOLmGrOkxHVGUSJN-LkDaikCL4hqwLZ03e8KJhZpUGuHyw-Zurp5iG72svchbx6rokU1qAPQTKuf728E_Xcbztwj0LYtDufgwNOahxD-gBRzmd9bi_uHg64M8vjE_JGa8clwflRXWBvbyteDdh9jxJMRpdsCaAiTxpX37DQdE4NwAXYWRqzgylenNojoc2sg7LSAYkpUZBtM1WiefUQwrHY9uGYfzmrheJAC1A6MR9ITrJL1ocEGijJaF0SzReLAB_odd4kW3OioXC-xQL6JSUC9TSqPqynPxzBAuqxSCwginWW0jqa0bPQ-XlvUQr0BiZ_0nnhYrsRG9Nlj5fYfYGGGBhaPcpusSQ-Zi48thVipsLgu0fEMgzfVHnwI80HTAp1aonbcVVqCA7DqURNiuR-78yg/http%3A%2F%2Farcg.is%2F0euT8b)>

<https://arcg.is/4Cier><[https://secure-web.cisco.com/1hdB6xTsPwJXnKckOOonq1B6WJak2Q\\_5Atrw\\_-UMI3MB7\\_Roh5f7uQ-9mZAJrhmaOSkyk3Ces9z5abyqM4jO0sTXeKEPgihrCtuRenz\\_OqgL EeUE3Yb\\_7u-rr\\_HKx6\\_wRDj5d2mnlLfucWr8DulwPqOfp-a\\_C3PP35-vReDwIOS\\_JPBQ8kJAVTAQnq1PkQZ8SZLaXIMTR4ZIEYmfaThuX7ux9XSnS8fYslRoapmCmzjmnNhQRIYITUPn0ccV3b0nBOBQrxdgLhHcmP0kvGaR9y8wQ0v5-as4TZqK9pQzmtuLWC\\_Aphpkc5Sjppc-pPnMgl3zaYzfDg2QoETRw\\_FKsdxITx\\_sW9nLc\\_D0LB96mngxzM8z8LmW1TTvNugC2ktORB1VGMb1LqjNj4BmQ17UeUKWf\\_udHS77qYHnesE/https%3A%2F%2Farcg.is%2F4Cier](https://secure-web.cisco.com/1hdB6xTsPwJXnKckOOonq1B6WJak2Q_5Atrw_-UMI3MB7_Roh5f7uQ-9mZAJrhmaOSkyk3Ces9z5abyqM4jO0sTXeKEPgihrCtuRenz_OqgL EeUE3Yb_7u-rr_HKx6_wRDj5d2mnlLfucWr8DulwPqOfp-a_C3PP35-vReDwIOS_JPBQ8kJAVTAQnq1PkQZ8SZLaXIMTR4ZIEYmfaThuX7ux9XSnS8fYslRoapmCmzjmnNhQRIYITUPn0ccV3b0nBOBQrxdgLhHcmP0kvGaR9y8wQ0v5-as4TZqK9pQzmtuLWC_Aphpkc5Sjppc-pPnMgl3zaYzfDg2QoETRw_FKsdxITx_sW9nLc_D0LB96mngxzM8z8LmW1TTvNugC2ktORB1VGMb1LqjNj4BmQ17UeUKWf_udHS77qYHnesE/https%3A%2F%2Farcg.is%2F4Cier)>

Any questions – let me know – looking forward to seeing first drafts by end of day.

deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [Chas Withers](#)  
**To:** [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [William Koehler](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [RonaldM Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#)  
**Subject:** Amazon HQ2 Media Coverage  
**Date:** Wednesday, September 27, 2017 11:02:45 AM  
**Attachments:** [image92f06.PNG](#)  
[image64230e.PNG](#)  
[image5066d1.PNG](#)  
[imageba4906.PNG](#)  
[image6ac318.PNG](#)  
[Amazon HQ2 Media Coverage 9.26.17.docx](#)

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All,

Just passing along the attached as a most-interesting FYI. The document includes the recent media coverage from across the country related to the Amazon RFP process for its second headquarters, and gives meaningful insight into how other communities are viewing the process and preparing to respond. To that end, it's also a helpful snapshot on pointing to ways we can stand out from the crowd...

Best regards,

Chas



**Chas Withers**

Chief Executive Officer

216.241.4603 DIRECT  
216.241.0405 MAIN  
216.410.5753 MOBILE

200 Public Square, Suite 3900  
Cleveland, OH 44114-2322

[www.dix-eaton.com](http://www.dix-eaton.com)



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**From:** [Francis, Margaux](#)  
**To:** [Rybka, Edward](#)  
**Subject:** NEW CALENDAR ENTRY - OCT 2  
**Date:** Wednesday, September 27, 2017 11:21:47 AM  
**Importance:** High

---

**WHEN: 10-2-17**

**TIME: 2:00 to 5:00**

**Who: Conway GROUP**

**Where: SEE BELOW** - Greater Cleveland Partnership, Shatten Board Room, 1240 Huron Road, Suite 300

Complimentary Valet Parking is available at the US Bank Garage (E. 14<sup>th</sup> Street) and the Crown Plaza Hotel (formerly Wyndham)

-----Original Appointment-----

**From:** Janik, Debra [<mailto:DJanik@gcpartnership.com>]

**Sent:** Wednesday, September 27, 2017 9:41 AM

**To:** Janik, Debra; McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; Lackey, Alexander; [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [r.piiparinen@csuohio.edu](mailto:r.piiparinen@csuohio.edu); William Koehler; [mstanton@teamneo.org](mailto:mstanton@teamneo.org); Jacob Duritsky; Chas Withers; Gregg LaBar; Kevin Poor; Luci, Dana; Ligon, Doniella

**Subject:** Project Conway Deal Team Partners Meeting

**When:** Monday, October 02, 2017 2:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Greater Cleveland Partnership, Shatten Board Room, 1240 Huron Road, Suite 300

Complimentary Valet Parking is available at the US Bank Garage (E. 14<sup>th</sup> Street) and the Crown Plaza Hotel (formerly Wyndham)  
Thanks all.

***Margaux***

***Margaux Francis  
Special Assistant to the Mayor  
Office of the Mayor  
Cleveland City Hall  
601 Lakeside Avenue, Room 202  
Cleveland, Ohio 44114***

**216.664.4617**

**[mfrancis@city.cleveland.oh.us](mailto:mfrancis@city.cleveland.oh.us)**

**From:** [Joe Marinucci](#)  
**To:** [Collier, Freddy](#); [Janik, Debra](#)  
**Cc:** [Michael Deemer](#); [Urban, Chris](#); [Rybka, Edward](#); [Freddy Collier](#)  
**Subject:** RE: Project Conway, Site and Site information Task Team Members  
**Date:** Wednesday, September 27, 2017 1:35:50 PM

---

Thanks Freddy. Please let me know when you'd like to connect. TXS Joe

 **Downtown Cleveland Alliance™**  
1010 Euclid Ave. | Third Floor | Cleveland, OH 44115  
[www.downtowncleveland.com](http://www.downtowncleveland.com)

 **JOSEPH A. MARINUCCI, FM, HLM**  
President & CEO  
[p]: 216.736.7799 ext 101 | [f]: 216.920.7798

**Twitter:** [@downtownCLE](#) **Facebook:** [DowntownClevelandAlliance](#) **Video:** [Downtown Cleveland – One More Time](#)

---

**From:** Collier, Freddy [mailto:FCollier@city.cleveland.oh.us]  
**Sent:** Wednesday, September 27, 2017 7:54 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>  
**Cc:** Joe Marinucci <jmarinucci@downtowncleveland.com>; Michael Deemer <mdeemer@downtowncleveland.com>; Urban, Chris <CUrban@gcpartnership.com>; Rybka, Edward <ERybka@city.cleveland.oh.us>; Collier, Freddy <FCollier@city.cleveland.oh.us>; Freddy Collier <flcollier@outlook.com>  
**Subject:** Re: Project Conway, Site and Site information Task Team Members

Hi Deb,

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With respect to zoning, I will be working on what the current and future zoning is for the Central Business District is and what we are currently doing to increase the ability of investor interest to be more liberal and provide easier process time. In addition, the use of zoning to promote and encourage walkable mixed use neighborhoods. Example of zoning tools include (urban core overlay) used for Weston proposals to promote built form and reduce process time while making the process more transparent. I will write about merits of this. (Internal)

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Sent from my iPhone

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Joe, Michael and Chris

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<http://arcg.is/0euT8b>

<https://arcg.is/4Cier>

Any questions – let me know – looking forward to seeing first drafts by end of day.

deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct



**From:** [Janik, Debra](#)  
**To:** [Joe Marinucci](#); [McCall, Valarie](#); [Matt Carroll](#); [Jay Foran](#); ["Grace Gallucci"](#); [Rybka, Edward](#); [sjordan@cuyahogacounty.us](#); [Ronald M Berkman](#); [Jacob Duritsky](#); [Collier, Freddy](#)  
**Cc:** [Roman, Joe](#); [Chas Withers](#); [Ligon, Doniella](#)  
**Subject:** Meeting with Dix & Eaton  
**Date:** Wednesday, September 27, 2017 5:03:31 PM  
**Importance:** High

---

Several of you have inquired as to the possibility of sitting down with Chas and the Dix & Eaton team to discuss RFP layout, content, etc. of your respective task team assignments. I spoke with Chas earlier today about the requests. We suggest that a meeting of this leadership team get together Tuesday afternoon to discuss and review proposed templates/structures and content for the RFP. The meeting will be on the heels of the larger working group meeting scheduled for Monday, October 2<sup>nd</sup> at the GCP.

An outlook invite will follow. If you believe it is absolutely imperative that another member of your task team or organization attend – please email me separately to discuss. Again – coming off the Monday meeting we believe a smaller group will prove effective for this critical next step.

Any question please let me know. The meeting location is to be determined though I am hopeful we can hold the session at Dix & Eaton's offices.

Thanks

deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [Janik, Debra](#)  
**To:** [Joe Marinucci](#); [McCall, Valarie](#); [Matt Carroll](#); [Jay Foran](#); ["Grace Gallucci"](#); [Rybka, Edward](#); [sjordan@cuyahogacounty.us](#); [Ronald M Berkman](#); [Jacob Duritsky](#); [Collier, Freddy](#); [Roman, Joe](#); [Chas Withers](#); [Ligon, Doniella](#); [Luci, Dana](#)  
**Subject:** Project Conway RFP Design Session  
**Date:** Wednesday, September 27, 2017 5:09:09 PM  
**Attachments:** [attachment.ics](#)

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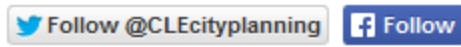
**From:** [Collier, Freddy](#)  
**To:** "Janik, Debra"; [Jay Foran](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [Joe Marinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [Lackey, Alexander](#); [sjordan@cuyahogacounty.us](#)  
**Cc:** [William Koehler](#); [Chas Withers](#); [Gregg LaBar](#)  
**Subject:** RE: Amazon and Jeff Bezos Intel  
**Date:** Wednesday, September 27, 2017 6:02:17 PM

---

This is affirming!

***Freddy L. Collier Jr.***

Director  
Cleveland Planning Commission  
601 Lakeside Avenue  
Cleveland Ohio, 44114  
Room 501  
Phone: 216-664-3468/Fax: 216-664-3281  
[fcollier@city.cleveland.oh.us](mailto:fcollier@city.cleveland.oh.us)



---

**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Wednesday, September 27, 2017 9:46 AM  
**To:** Jay Foran; McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Urban, Chris; Roman, Joe; Ronald M Berkman; Lackey, Alexander; sjordan@cuyahogacounty.us  
**Cc:** William Koehler; Chas Withers; Gregg LaBar  
**Subject:** RE: Amazon and Jeff Bezos Intel

Thank you jay

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

Greater Cleveland Partnership  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

---

**From:** Jay Foran [mailto:JForan@TeamNEO.org]  
**Sent:** Wednesday, September 27, 2017 9:43 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; Rybka, Edward <ERybka@city.cleveland.oh.us>; Ebersole, David <DEbersole@city.cleveland.oh.us>; Collier, Freddy <FCollier@city.cleveland.oh.us>; Matt Carroll <mpcarroll@cuyahogacounty.us>; 'tcarter@cuyahogacounty.us' <tcarter@cuyahogacounty.us>; Mary Cierebiej <MCierebiej@TeamNEO.org>; Camille Billups <CBillups@TeamNEO.org>; Joe Marinucci <jmarinucci@downtowncleveland.com>; Michael Deemer <mdeemer@downtowncleveland.com>; 'Grace Gallucci' <GGallucci@mpo.noaca.org>; Roland V Anglin <r.anglin@csuohio.edu>; Urban, Chris <CUrban@gcpartnership.com>; Roman, Joe <JRoman@gcpartnership.com>; Ronald M Berkman

<[ronald.berkman@csuohio.edu](mailto:ronald.berkman@csuohio.edu)>; [ALackey@city.cleveland.oh.us](mailto:ALackey@city.cleveland.oh.us); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us)  
**Cc:** William Koehler <[wkoehler@TeamNEO.org](mailto:wkoehler@TeamNEO.org)>; Chas Withers <[Cwithers@dix-eaton.com](mailto:Cwithers@dix-eaton.com)>; Gregg  
LaBar <[Glabar@dix-eaton.com](mailto:Glabar@dix-eaton.com)>  
**Subject:** Amazon and Jeff Bezos Intel

Some intel assembled by Milind Paranjape of JobsOhio regarding Amazon and Jeff Bezos. This insight might be helpful as you develop and tailor content for your proposals. It could be useful to align language/terminology and provide some insight into their company strategy. Encourage you to scroll through and review.

For example, here is one extract from Jeff Bezos' comments in 2013 regarding an urban campus.

**TRADE SECRET**  
[Redacted content]

**Jay P. Foran** | Senior Vice President | Team Northeast Ohio  
1111 Superior Avenue, Suite 1600 | Cleveland, OH 44114  
Office 216.363.5407 | Mobile 216.214.1739 | [jforan@teamneo.org](mailto:jforan@teamneo.org)  
[teamneo.org](http://teamneo.org) | [clevelandplusbusiness.com](http://clevelandplusbusiness.com) | [clevelandplusliving.com](http://clevelandplusliving.com)  
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**From:** [Deb Janik \(via Dropbox\)](#)  
**To:** [erybka@city.cleveland.oh.us](mailto:erybka@city.cleveland.oh.us)  
**Subject:** Deb Janik shared "Project Conway" with you  
**Date:** Thursday, September 28, 2017 7:58:55 AM

---



Hi there,

Deb Janik ([djanik@gcpartnership.com](mailto:djanik@gcpartnership.com)) invited you to edit the folder  
**"Project Conway"** on Dropbox.

[Go to folder](#)

Enjoy!  
The Dropbox team

**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.piiparinen@csuohio.edu](#); [William Koehler](#); [mstanton@teamneo.org](#); [Jacob Duritsky](#); [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** RE: Project Conway Deal Team Partners Meeting  
**Date:** Thursday, September 28, 2017 8:00:51 AM

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Folks

I have just manually reentered all your emails into the Drop Box share folder. I know some of you were experiencing difficulties. I apologize. Please try again to utilize the folders and if you continue to have challenges – please let Chris or I know.

Again – my sincere apologies that the previously provided link did not work.

deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

-----Original Appointment-----

**From:** Janik, Debra  
**Sent:** Wednesday, September 27, 2017 9:40 AM  
**To:** McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; ALackey@city.cleveland.oh.us; sjordan@cuyahogacounty.us; r.piiparinen@csuohio.edu; William Koehler; mstanton@teamneo.org; Jacob Duritsky; Chas Withers; Gregg LaBar; Kevin Poor; Luci, Dana; Ligon, Doniella  
**Subject:** Project Conway Deal Team Partners Meeting  
**When:** Monday, October 2, 2017 2:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Greater Cleveland Partnership, Shatten Board Room, 1240 Huron Road, Suite 300

Complimentary Valet Parking is available at the US Bank Garage (E. 14<sup>th</sup> Street) and the Crown Plaza Hotel (formerly Wyndham)

Thanks all.

**From:** [Theodore Carter](#)  
**To:** [Chas Withers](#); [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); [Mary Cierebiej](#); [Camille Billups](#); [Joe Marinucci](#); [Michael Deemer](#); "Grace Gallucci"; [Roland V Anglin](#); [WilliamKoehler](#); [Jay Foran](#); [Urban,Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [Sharon Jordan](#)  
**Subject:** RE: Amazon HQ2 Media Coverage  
**Date:** Thursday, September 28, 2017 8:09:55 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

---

Chris – this was\is very helpful – thanks for sending – keep it coming -

Ted Carter  
Chief Economic Development & Business Officer  
Office of Cuyahoga County Executive Armond Budish  
2079 East 9<sup>th</sup> Street, 7<sup>th</sup> Floor | Cleveland, OH 44115  
Phone: 216-443-7275 (Office)  
[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)

---

**From:** Chas Withers [mailto:Cwithers@dix-eaton.com]  
**Sent:** Wednesday, September 27, 2017 11:00 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; Rybka, Edward <ERybka@city.cleveland.oh.us>; Ebersole, David <DEbersole@city.cleveland.oh.us>; Collier, Freddy <FCollier@city.cleveland.oh.us>; Matt Carroll <mpcarroll@cuyahogacounty.us>; Theodore Carter <tcarter@cuyahogacounty.us>; Mary Cierebiej <MCierebiej@TeamNEO.org>; Camille Billups <CBillups@TeamNEO.org>; Joe Marinucci <jmarinucci@downtowncleveland.com>; Michael Deemer <mdeemer@downtowncleveland.com>; 'Grace Gallucci' <GGallucci@mpo.noaca.org>; Roland V Anglin <r.anglin@csuohio.edu>; William Koehler <wkoehler@TeamNEO.org>; Jay Foran <JForan@TeamNEO.org>; Urban, Chris <CUrban@gcpartnership.com>; Roman, Joe <JRoman@gcpartnership.com>; Ronald M Berkman <ronald.berkman@csuohio.edu>; ALackey@city.cleveland.oh.us; Sharon Jordan <sjordan@cuyahogacounty.us>  
**Subject:** Amazon HQ2 Media Coverage

All,

Just passing along the attached as a most-interesting FYI. The document includes the recent media coverage from across the country related to the Amazon RFP process for its second headquarters, and gives meaningful insight into how other communities are viewing the process and preparing to respond. To that end, it's also a helpful snapshot on pointing to ways we can stand out from the crowd...

Best regards,

Chas



**Chas Withers**

Chief Executive Officer

216.241.4603 DIRECT  
216.241.0405 MAIN  
216.410.5753 MOBILE

200 Public Square, Suite 3900

Cleveland, OH 44114-2322

[www.dix-eaton.com](http://www.dix-eaton.com)



---

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**From:** [Rybka, Edward](#)  
**To:** [Francis, Margaux](#)  
**Subject:** FW: NEW CALENDAR ENTRY - OCT 2  
**Date:** Thursday, September 28, 2017 8:35:41 AM  
**Importance:** High

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---

**From:** Francis, Margaux  
**Sent:** Wednesday, September 27, 2017 11:22 AM  
**To:** Rybka, Edward  
**Subject:** NEW CALENDAR ENTRY - OCT 2  
**Importance:** High

**WHEN:** 10-2-17

**TIME:** 2:00 to 5:00

**Who:** Conway GROUP

**Where:** SEE BELOW - Greater Cleveland Partnership, Shatten  
Board Room, 1240 Huron Road, Suite 300

Complimentary Valet Parking is available at the US Bank Garage (E. 14<sup>th</sup>  
Street) and the Crown Plaza Hotel (formerly Wyndham)

-----Original Appointment-----

**From:** Janik, Debra [<mailto:DJanik@gcpartnership.com>]  
**Sent:** Wednesday, September 27, 2017 9:41 AM  
**To:** Janik, Debra; McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; Lackey, Alexander; [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [r.piiparinen@csuohio.edu](mailto:r.piiparinen@csuohio.edu); William Koehler; [mstanton@teamneo.org](mailto:mstanton@teamneo.org); Jacob Duritsky; Chas Withers; Gregg LaBar; Kevin Poor; Luci, Dana; Ligon, Doniella  
**Subject:** Project Conway Deal Team Partners Meeting  
**When:** Monday, October 02, 2017 2:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Greater Cleveland Partnership, Shatten Board Room, 1240 Huron Road, Suite 300

Complimentary Valet Parking is available at the US Bank Garage (E. 14<sup>th</sup>  
Street) and the Crown Plaza Hotel (formerly Wyndham)

Thanks all.

# ***Margaux***

***Margaux Francis  
Special Assistant to the Mayor  
Office of the Mayor  
Cleveland City Hall  
601 Lakeside Avenue, Room 202  
Cleveland, Ohio 44114  
216.664.4617  
[mfrancis@city.cleveland.oh.us](mailto:mfrancis@city.cleveland.oh.us)***

**From:** [Chas Withers](#)  
**To:** [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.piiiparinen@csuohio.edu](#); [William Koehler](#); [mstanton@teamneo.org](#); [Jacob Duritsky](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** Additional media  
**Date:** Thursday, September 28, 2017 8:43:45 AM  
**Attachments:** [imageaddf23.PNG](#)  
[image6d7971.PNG](#)  
[image00e395.PNG](#)  
[image584c0e.PNG](#)  
[imageb98a7c.PNG](#)

---

All,

See below for additional media coverage of the Amazon HQ2 scenario, the first being a "cautionary" overview from Fast Company, as well as the Cleveland.com editorial board story from yesterday advocating the merits of Burke as a key part of the deal. Both worth reading...

Best regards,

Chas

[https://www.fastcompany.com/40472790/memo-to-mayors-courtting-amazons-hq2-nows-the-time-to-be-stingy-and-smart?](https://www.fastcompany.com/40472790/memo-to-mayors-courtting-amazons-hq2-nows-the-time-to-be-stingy-and-smart?utm_content=buffer826&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer)

[http://www.cleveland.com/opinion/index.ssf/2017/09/note\\_to\\_cleveland\\_team\\_seeking.html#incart\\_m-rpt-1](http://www.cleveland.com/opinion/index.ssf/2017/09/note_to_cleveland_team_seeking.html#incart_m-rpt-1)



**Chas Withers**

Chief Executive Officer

216.241.4603 DIRECT  
216.241.0405 MAIN  
216.410.5753 MOBILE

200 Public Square, Suite 3900  
Cleveland, OH 44114-2322

[www.dix-eaton.com](http://www.dix-eaton.com)



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---

**From:** [McCall, Valarie](#)  
**To:** [Chas Withers](#)  
**Cc:** [Janik, Debra](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); [tcarter@cuyahogacounty.us](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); [Grace Gallucci](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Ronald M Berkman](#); [Lackey, Alexander](#); [sjordan@cuyahogacounty.us](#); [r.piipainen@csuohio.edu](#); [William Koehler](#); [mstanton@teamneo.org](#); [Jacob Duritsky](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon,Doniella](#)  
**Subject:** Re: Additional media  
**Date:** Thursday, September 28, 2017 9:34:07 AM  
**Attachments:** [imageaddf23.PNG](#)  
[image6d7971.PNG](#)  
[image00e395.PNG](#)  
[image584c0e.PNG](#)  
[imageb98a7c.PNG](#)

---

Thanks Chas.

**Valarie J. McCall**

Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
Cleveland City Hall  
[601 Lakeside Avenue, Room 202](#)  
[Cleveland, OH 44114](#)  
Office: [216.664.3544](#)  
Fax: [216.420.7713](#)  
iPhone: [216.857.7360](#)  
[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)  
[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

Sent from my iPhone 

On Sep 28, 2017, at 8:43 AM, Chas Withers <[Cwithers@dix-eaton.com](mailto:Cwithers@dix-eaton.com)> wrote:

All,

See below for additional media coverage of the Amazon HQ2 scenario, the first being a “cautionary” overview from Fast Company, as well as the [Cleveland.com](#) editorial board story from yesterday advocating the merits of Burke as a key part of the deal. Both worth reading...

Best regards,

Chas

[https://www.fastcompany.com/40472790/memo-to-mayors-courting-amazons-hq2-nows-the-time-to-be-stingy-and-smart?utm\\_content=bufferf826&utm\\_medium=social&utm\\_source=facebook.com&utm\\_campaign=buffer](https://www.fastcompany.com/40472790/memo-to-mayors-courting-amazons-hq2-nows-the-time-to-be-stingy-and-smart?utm_content=bufferf826&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer)

[http://www.cleveland.com/opinion/index.ssf/2017/09/note\\_to\\_cleveland\\_team\\_seeking.html#incart\\_m-rpt-1](http://www.cleveland.com/opinion/index.ssf/2017/09/note_to_cleveland_team_seeking.html#incart_m-rpt-1)

<imageaddf23.PNG>

**Chas Withers**

Chief Executive Officer

216.241.4603 DIRECT  
216.241.0405 MAIN  
216.410.5753 MOBILE

200 Public Square, Suite 3900  
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[www.dix-eaton.com](http://www.dix-eaton.com)

[<image6d7971.PNG>](#) [<image00e395.PNG>](#) [<image584c0e.PNG>](#) [<imageb98a7c.PNG>](#)

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---

**From:** [Jay Foran](#)  
**To:** [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [JoeMarinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Urban, Chris](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.piiparinen@csuohio.edu](#); [William Koehler](#); [Michael Stanton](#); [JacobDuritsky](#); [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci.Dana](#); [Ligon, Doniella](#)  
**Subject:** Amazon Press Release  
**Date:** Thursday, September 28, 2017 11:31:56 AM

---

Here is Amazon's press release regarding their investment in Euclid that they announced this morning; the 2<sup>nd</sup> notable investment by Amazon in the last month.

<http://phx.corporate-ir.net/phoenix.zhtml?c=176060&p=irol-newsArticle&ID=2303483>

**Jay P. Foran** | Senior Vice President | Team Northeast Ohio  
1111 Superior Avenue, Suite 1600 | Cleveland, OH 44114  
Office 216.363.5407 | Mobile 216.214.1739 | [jforan@teamneo.org](mailto:jforan@teamneo.org)  
[teamneo.org](http://teamneo.org) | [clevelandplusbusiness.com](http://clevelandplusbusiness.com) | [clevelandplusliving.com](http://clevelandplusliving.com)  
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**From:** [McCall, Valarie](#)  
**To:** [Janik, Debra](#); [Joe Marinucci](#); [Matt Carroll](#); [Jay Foran](#); ["GraceGallucci"](#); [Rybka, Edward](#); [sjordan@cuyahogacounty.us](#); [Ronald M Berkman](#); [Jacob Duritsky](#); [Collier, Freddy](#)  
**Cc:** [Roman, Joe](#); [Chas Withers](#); [Ligon, Doniella](#)  
**Subject:** RE: Meeting with Dix & Eaton  
**Date:** Thursday, September 28, 2017 11:39:22 AM

---

Thanks Deb!!!!

***Valarie J. McCall***

Chief of Government & International Affairs &  
Acting Chief of Communications  
Office of the Mayor  
Cleveland City Hall  
[601 Lakeside Avenue, Room 202](#)  
[Cleveland, OH 44114](#)  
Office: [216.664.3544](#)  
Fax: [216.420.7713](#)  
iPhone: [216.857.7360](#)  
[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)  
[www.cleveland-oh.gov](http://www.cleveland-oh.gov)

---

**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Wednesday, September 27, 2017 5:03 PM  
**To:** Joe Marinucci <jmarinucci@downtowncleveland.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; Matt Carroll <mpcarroll@cuyahogacounty.us>; Jay Foran <JForan@TeamNEO.org>; 'Grace Gallucci' <GGallucci@mpo.noaca.org>; Rybka, Edward <ERYbka@city.cleveland.oh.us>; sjordan@cuyahogacounty.us; Ronald M Berkman <ronald.berkman@csuohio.edu>; Jacob Duritsky <JDuritsky@TeamNEO.org>; Collier, Freddy <FCollier@city.cleveland.oh.us>  
**Cc:** Roman, Joe <JRoman@gcpartnership.com>; Chas Withers <Cwithers@dix-eaton.com>; Ligon, Doniella <DLigon@gcpartnership.com>  
**Subject:** Meeting with Dix & Eaton  
**Importance:** High

Several of you have inquired as to the possibility of sitting down with Chas and the Dix & Eaton team to discuss RFP layout, content, etc. of your respective task team assignments. I spoke with Chas earlier today about the requests. We suggest that a meeting of this leadership team get together Tuesday afternoon to discuss and review proposed templates/structures and content for the RFP. The meeting will be on the heels of the larger working group meeting scheduled for Monday, October 2<sup>nd</sup> at the GCP.

An outlook invite will follow. If you believe it is absolutely imperative that another member of your task team or organization attend – please email me separately to discuss. Again – coming off the Monday meeting we believe a smaller group will prove effective for this critical next step.

Any question please let me know. The meeting location is to be determined though I am hopeful we



can hold the session at Dix & Eaton's offices.

Thanks

deb

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

**From:** [Joe Marinucci](#)  
**To:** [Jay Foran](#); [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [MichaelDeemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Urban,Chris](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.piiparinen@csuohio.edu](#); [William Koehler](#); [Michael Stanton](#); [Jacob Duritsky](#); [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** RE: Amazon Press Release  
**Date:** Thursday, September 28, 2017 12:31:10 PM

---

Super news! Thanks

 **Downtown Cleveland Alliance™**  
1010 Euclid Ave. | Third Floor | Cleveland, OH 44115  
[www.downtowncleveland.com](http://www.downtowncleveland.com)

**JOSEPH A. MARINUCCI, FM, HLM**  
President & CEO  
(p): 216.736.7799 ext 101 | (f): 216.920.7798

**Twitter:** [@downtownCLE](#) **Facebook:** [DowntownClevelandAlliance](#) **Video:** [Downtown Cleveland – One More Time](#)

---

**From:** Jay Foran [mailto:JForan@TeamNEO.org]  
**Sent:** Thursday, September 28, 2017 11:32 AM  
**To:** Janik, Debra <DJanik@gcpartnership.com>; McCall, Valarie <vmccall@city.cleveland.oh.us>; Rybka, Edward <ERybka@city.cleveland.oh.us>; Ebersole, David <DEbersole@city.cleveland.oh.us>; Collier, Freddy <FCollier@city.cleveland.oh.us>; Matt Carroll <mpcarroll@cuyahogacounty.us>; 'tcarter@cuyahogacounty.us' <tcarter@cuyahogacounty.us>; Mary Cierebiej <MCierebiej@TeamNEO.org>; Camille Billups <CBillups@TeamNEO.org>; Joe Marinucci <jmarinucci@downtowncleveland.com>; Michael Deemer <mdeemer@downtowncleveland.com>; 'Grace Gallucci' <GGallucci@mpo.noaca.org>; Roland V Anglin <r.anglin@csuohio.edu>; Urban, Chris <CUrban@gcpartnership.com>; Ronald M Berkman <ronald.berkman@csuohio.edu>; ALackey@city.cleveland.oh.us; sjordan@cuyahogacounty.us; r.piiparinen@csuohio.edu; William Koehler <wkoehler@TeamNEO.org>; Michael Stanton <mstanton@teamneo.org>; Jacob Duritsky <JDuritsky@TeamNEO.org>; Chas Withers <Cwithers@dix-eaton.com>; Gregg LaBar <Glabar@dix-eaton.com>; Kevin Poor <Kpoor@dix-eaton.com>; Luci, Dana <DLuci@gcpartnership.com>; Ligon, Doniella <DLigon@gcpartnership.com>  
**Subject:** Amazon Press Release

Here is Amazon's press release regarding their investment in Euclid that they announced this morning; the 2<sup>nd</sup> notable investment by Amazon in the last month.

<http://phx.corporate-ir.net/phoenix.zhtml?c=176060&p=irol-newsArticle&ID=2303483>

**Jay P. Foran** | Senior Vice President | Team Northeast Ohio  
1111 Superior Avenue, Suite 1600 | Cleveland, OH 44114  
Office 216.363.5407 | Mobile 216.214.1739 | [jforan@teamneo.org](mailto:jforan@teamneo.org)  
[teamneo.org](http://teamneo.org) | [clevelandplusbusiness.com](http://clevelandplusbusiness.com) | [clevelandplusliving.com](http://clevelandplusliving.com)  
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**From:** [Collier, Freddy](#)  
**To:** [Joe Marinucci](#)  
**Cc:** [Jay Foran](#); [Janik, Debra](#); [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Matt Carroll](#); [tcarter@cuyahogacounty.us](#); [Mary Cierebiej](#); [Camille Billups](#); [MichaelDeemer](#); [Grace Gallucci](#); [Roland V Anglin](#); [Urban,Chris](#); [Ronald M Berkman](#); [Lackey, Alexander](#); [sjordan@cuyahogacounty.us](#); [r.piiparinen@csuohio.edu](#); [William Koehler](#); [MichaelStanton](#); [Jacob Duritsky](#); [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** Re: Amazon Press Release  
**Date:** Thursday, September 28, 2017 12:46:05 PM

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Joe, this is not only super news! this feels like a signal. It almost feels like the stage is being set.

Sent from my iPhone

On Sep 28, 2017, at 12:31 PM, Joe Marinucci <[jmarinucci@downtowncleveland.com](mailto:jmarinucci@downtowncleveland.com)> wrote:

Super news! Thanks

<image002.jpg>

**Twitter:** [@downtownCLE](#) **Facebook:** [DowntownClevelandAlliance](#) **Video:** [Downtown Cleveland – One More Time](#)

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**From:** Jay Foran [<mailto:JForan@TeamNEO.org>]  
**Sent:** Thursday, September 28, 2017 11:32 AM  
**To:** Janik, Debra <[DJanik@gcpartnership.com](mailto:DJanik@gcpartnership.com)>; McCall, Valarie <[vmccall@city.cleveland.oh.us](mailto:vmccall@city.cleveland.oh.us)>; Rybka, Edward <[ERybka@city.cleveland.oh.us](mailto:ERybka@city.cleveland.oh.us)>; Ebersole, David <[DEbersole@city.cleveland.oh.us](mailto:DEbersole@city.cleveland.oh.us)>; Collier, Freddy <[FCollier@city.cleveland.oh.us](mailto:FCollier@city.cleveland.oh.us)>; Matt Carroll <[mpcarroll@cuyahogacounty.us](mailto:mpcarroll@cuyahogacounty.us)>; 'tcarter@cuyahogacounty.us' <[tcarter@cuyahogacounty.us](mailto:tcarter@cuyahogacounty.us)>; Mary Cierebiej <[MCierebiej@TeamNEO.org](mailto:MCierebiej@TeamNEO.org)>; Camille Billups <[CBillups@TeamNEO.org](mailto:CBillups@TeamNEO.org)>; Joe Marinucci <[jmarinucci@downtowncleveland.com](mailto:jmarinucci@downtowncleveland.com)>; Michael Deemer <[mdeemer@downtowncleveland.com](mailto:mdeemer@downtowncleveland.com)>; 'Grace Gallucci' <[GGallucci@mpo.noaca.org](mailto:GGallucci@mpo.noaca.org)>; Roland V Anglin <[r.anglin@csuohio.edu](mailto:r.anglin@csuohio.edu)>; Urban, Chris <[CUrban@gcpartnership.com](mailto:CUrban@gcpartnership.com)>; Ronald M Berkman <[ronald.berkman@csuohio.edu](mailto:ronald.berkman@csuohio.edu)>; [ALackey@city.cleveland.oh.us](mailto:ALackey@city.cleveland.oh.us); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [r.piiparinen@csuohio.edu](mailto:r.piiparinen@csuohio.edu); William Koehler <[wkoehler@TeamNEO.org](mailto:wkoehler@TeamNEO.org)>; Michael Stanton <[mstanton@teamneo.org](mailto:mstanton@teamneo.org)>; Jacob Duritsky <[JDuritsky@TeamNEO.org](mailto:JDuritsky@TeamNEO.org)>; Chas Withers <[Cwithers@dix-eaton.com](mailto:Cwithers@dix-eaton.com)>; Gregg LaBar <[Glabar@dix-eaton.com](mailto:Glabar@dix-eaton.com)>; Kevin Poor <[Kpoor@dix-eaton.com](mailto:Kpoor@dix-eaton.com)>; Luci, Dana <[DLuci@gcpartnership.com](mailto:DLuci@gcpartnership.com)>; Ligon, Doniella <[DLigon@gcpartnership.com](mailto:DLigon@gcpartnership.com)>  
**Subject:** Amazon Press Release

Here is Amazon's press release regarding their investment in Euclid that they announced this morning; the 2<sup>nd</sup> notable investment by Amazon in the last month.

<http://phx.corporate-ir.net/phoenix.zhtml?c=176060&p=irol-newsArticle&ID=2303483>

**Jay P. Foran** | Senior Vice President | Team Northeast Ohio  
1111 Superior Avenue, Suite 1600 | Cleveland, OH 44114  
Office 216.363.5407 | Mobile 216.214.1739 | [jforan@teamneo.org](mailto:jforan@teamneo.org)  
[teamneo.org](http://teamneo.org) | [clevelandplusbusiness.com](http://clevelandplusbusiness.com) | [clevelandplusliving.com](http://clevelandplusliving.com)  
**Follow us on:** [Twitter](#) | [Facebook](#) | [YouTube](#) | [LinkedIn](#) | [Pinterest](#) | [Instagram](#)

<image003.jpg>

**From:** [Janik, Debra](#)  
**To:** [Joe Marinucci](#); [McCall, Valarie](#); [Matt Carroll](#); [Jay Foran](#); ["Grace Gallucci"](#); [Rybka, Edward](#); [sjordan@cuyahogacounty.us](#); [Ronald M Berkman](#); [Jacob Duritsky](#); [Collier, Freddy](#); [Roman, Joe](#); [Chas Withers](#); [Ligon, Doniella](#); [Luci, Dana](#)  
**Subject:** Project Conway RFP Design Session  
**Date:** Thursday, September 28, 2017 2:29:05 PM  
**Attachments:** [attachment.ics](#)

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**From:** [Janik, Debra](#)  
**To:** [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [Joe Marinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.piiparinen@csuohio.edu](#); [William Koehler](#); [mstanton@teamneo.org](#); [Jacob Duritsky](#); [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** RE: Project Conway Deal Team Partners Meeting  
**Date:** Friday, September 29, 2017 12:06:07 PM

---

If you have not responded to Monday's working group meeting please do so via outlook invite. Again – while we have booked 2 – 5 it is my expectation this group will complete its work by 4:00 p.m.  
Thanks all

Deb Janik  
Sr. Vice President  
Real Estate & Business Development

[Greater Cleveland Partnership](#)  
1240 Huron Rd. East  
Cleveland, Ohio 44115  
(216) 592-2268 direct

-----Original Appointment-----

**From:** Janik, Debra  
**Sent:** Wednesday, September 27, 2017 9:39 AM  
**To:** Janik, Debra; [McCall, Valarie](#); [Rybka, Edward](#); [Ebersole, David](#); [Collier, Freddy](#); [Matt Carroll](#); ["tcarter@cuyahogacounty.us"](#); [Mary Cierebiej](#); [Camille Billups](#); [Joe Marinucci](#); [Michael Deemer](#); ["Grace Gallucci"](#); [Roland V Anglin](#); [Jay Foran](#); [Urban, Chris](#); [Roman, Joe](#); [Ronald M Berkman](#); [ALackey@city.cleveland.oh.us](#); [sjordan@cuyahogacounty.us](#); [r.piiparinen@csuohio.edu](#); [William Koehler](#); [mstanton@teamneo.org](#); [Jacob Duritsky](#); [Chas Withers](#); [Gregg LaBar](#); [Kevin Poor](#); [Luci, Dana](#); [Ligon, Doniella](#)  
**Subject:** Project Conway Deal Team Partners Meeting  
**When:** Monday, October 2, 2017 2:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Greater Cleveland Partnership, Shatten Board Room, 1240 Huron Road, Suite 300

Complimentary Valet Parking is available at the US Bank Garage (E. 14<sup>th</sup> Street) and the Crown Plaza Hotel (formerly Wyndham)

Thanks all.

**From:** [Rybka, Edward](#)  
**To:** [Francis, Margaux](#)  
**Subject:** FW: Project Conway Deal Team Partners Meeting  
**Date:** Friday, September 29, 2017 12:49:12 PM

---

Did you respond?

---

**From:** Janik, Debra [mailto:DJanik@gcpartnership.com]  
**Sent:** Friday, September 29, 2017 12:06 PM  
**To:** McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; Lackey, Alexander; sjordan@cuyahogacounty.us; r.piiparinen@csuohio.edu; William Koehler; mstanton@teamneo.org; Jacob Duritsky; Chas Withers; Gregg LaBar; Kevin Poor; Luci, Dana; Ligon, Doniella  
**Subject:** RE: Project Conway Deal Team Partners Meeting

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-----Original Appointment-----

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**To:** Janik, Debra; McCall, Valarie; Rybka, Edward; Ebersole, David; Collier, Freddy; Matt Carroll; 'tcarter@cuyahogacounty.us'; Mary Cierebiej; Camille Billups; Joe Marinucci; Michael Deemer; 'Grace Gallucci'; Roland V Anglin; Jay Foran; Urban, Chris; Roman, Joe; Ronald M Berkman; [ALackey@city.cleveland.oh.us](mailto:ALackey@city.cleveland.oh.us); [sjordan@cuyahogacounty.us](mailto:sjordan@cuyahogacounty.us); [r.piiparinen@csuohio.edu](mailto:r.piiparinen@csuohio.edu); William Koehler; [mstanton@teamneo.org](mailto:mstanton@teamneo.org); Jacob Duritsky; Chas Withers; Gregg LaBar; Kevin Poor; Luci, Dana; Ligon, Doniella  
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Thanks all.



**From:** [Dropbox](#)  
**To:** [erybka@city.cleveland.oh.us](mailto:erybka@city.cleveland.oh.us)  
**Subject:** Reminder: Deb Janik shared "Project Conway" with you  
**Date:** Sunday, October 1, 2017 10:04:21 AM

---



Hi there,

In case you missed it, Deb Janik ([djanik@gcpartnership.com](mailto:djanik@gcpartnership.com)) shared "Project Conway" with you on Dropbox.

[View on Dropbox](#)

Thanks!

- The Dropbox Team